

**FY 2013
Cook County Juvenile Temporary Detention Center
Briefing**



OFFICE OF THE TRANSITIONAL ADMINISTRATOR

Cook County Juvenile Temporary Detention Center
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Department Mission & Goals

MISSION

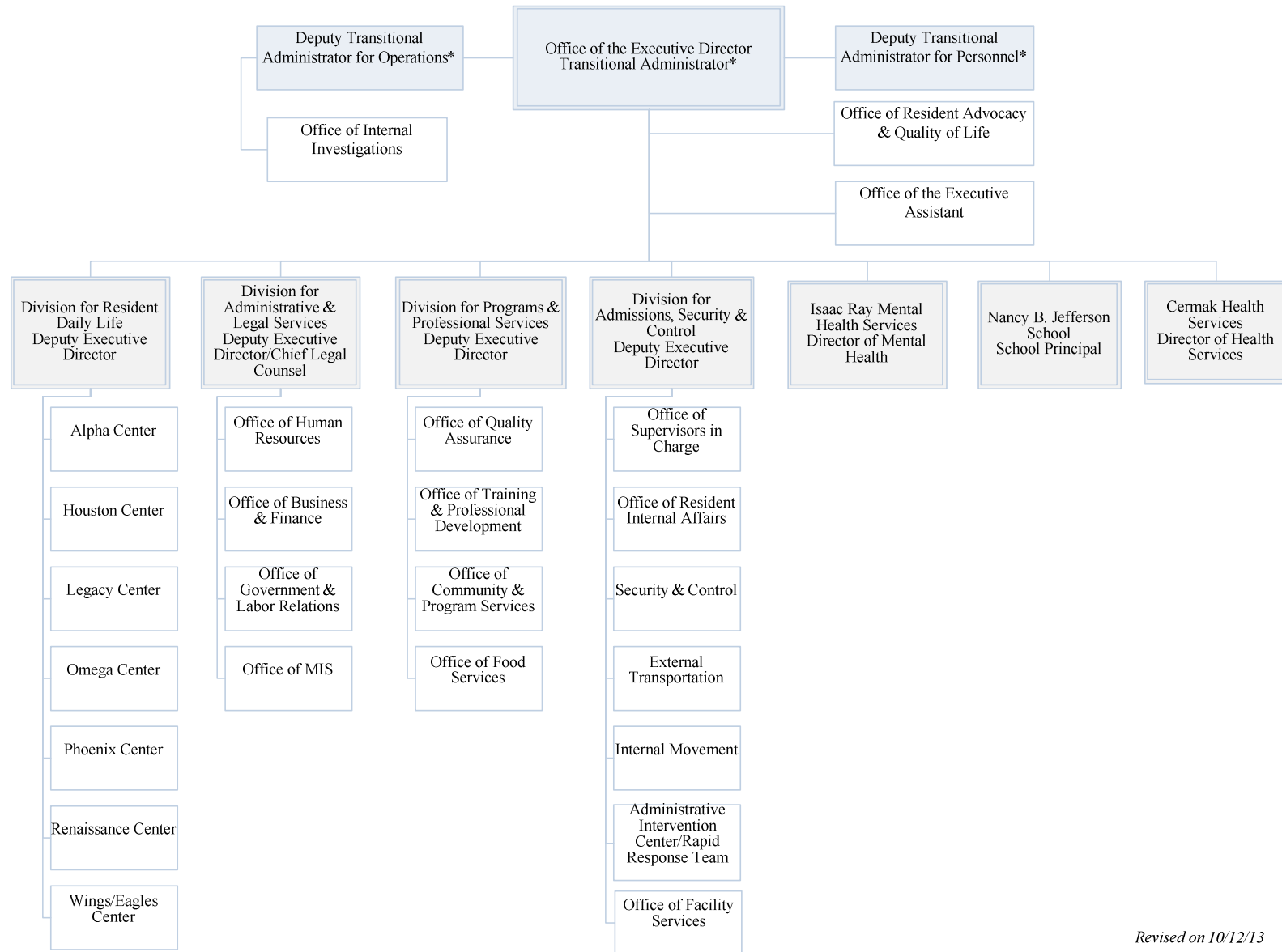
To provide **LEADERSHIP**, structured care and supervision to youth in our temporary custody through a “Balanced” approach of creative programs and services, which teach responsibility, accountability and sensitivity to oneself, family and community.

GOALS

To provide a **HEALTHY** and **HELPFUL** environment for youth in compliance with state licensure regulations and nationally recognized “BEST PRACTICES”.

- Ensure a **SAFE** environment through structured supervision and care.
- Promote the physical, psychological and educational **GROWTH** and **DEVELOPMENT** of youth placed in our temporary custody.
- Integrate community and volunteer **INVOLVEMENT** to enhance programs and services.
- Promote a positive work environment that embraces **TEAM** principles where staff and volunteers support and encourage one another.
- Enhance staff’s **PRIDE** in their work by recognizing accomplishments and providing developmental opportunities.

Organizational Chart



Revised on 10/12/13

**OTA Staff*

Historical Summary

- Dedicated on August 7, 1907, the three story Chicago Juvenile Court building at 202 Ewing Street in Chicago was the first of its kind in the nation, providing detention housing for 53 delinquent boys, as well as housing for 50 dependent boys and girls.
- In 1973, a five-story facility was completed and named the Cook County Juvenile Temporary Detention Center (JTDC). The facility has 30 separate housing pods each accommodating 16 to 18 residents with a total capacity of 498 residents.
- In 1999, the ACLU filed a class action lawsuit, *Doe v. Cook County*: No 99 C 3945, regarding inadequate conditions of confinement at the JTDC. After a series of federal court orders, including the Memorandum of Agreement (MOA), the Agreed Supplemental Order (ASO) and the Modified Implementation Plan (MIP), Cook County entered into a settlement agreement in the lawsuit.
- In 2007, the Illinois Legislature passed Public Act 095-0194 (House Bill 236) allowing for the administrative control of the JTDC from the Cook County Board to the Chief Judge of the Circuit Court of Cook County, effective January 1, 2008.
- On August 14, 2007 the U S District Court, Northern District-Eastern Division appointed a Transitional Administrator (TA) and created the Office of the Transitional Administrator (OTA) to bring the JTDC into substantial compliance with the aforementioned court orders and foster an efficient and orderly transition of administrative and operational authority to the Office of the Chief Judge Circuit Court.
- On June 23, 2010 the United States District Court, Northern District-Eastern Division, approved the “proposed staffing plan” for the Cook County Juvenile Temporary Detention Center. The Court upheld the TA’s hiring plan proposed in the Second Report of the Transitional Administrator dated May 8, 2008.
- Currently there is an appeal pending in the 7th Circuit, filed by Teamsters 700, that challenges the August 14, 2007 order appointing the Transitional Administrator and specifically objecting to the “Staffing Plan.”

2012 Major Accomplishments

- 1) The OTA continued preparing for an orderly transfer of leadership to a new Executive Director in compliance with federal court orders under the direction of the Office of the Chief Judge (OCJ) of the Cook County Circuit Court.
- 2) The staffing plan was completed which will improve the quality of service to JTDC residents and meet the educational requirements for staff established by the Administrative Office of the Illinois Courts (AOIC).
- 3) Hired an in-house recruiter in preparation for transitioning the recruiting and on-boarding of JTDC staff without the assistance of consultant.
- 4) Restructured the reception/release department which oversees the resident reception, intake, and release process to ensure an efficient and orderly transition of residents.
- 5) Created the Administrative Intervention Center (AIC). This center, which is managed by the Rapid Response Team, provides direct and continuous supervision to residents who have been charged with staff assaults or exhibit extreme behaviors.
- 6) Created the Rapid Response Team (RRT) which is responsible for the safety & security of the facility. This specially trained team will improve the safety, security, and well-being of all residents, employees, visitors, as well as, the general public. The RRT provides direct and continuous supervision of all residents housed in the Administrative Intervention Center; assists in the movement, transportation, and supervision of potentially volatile/aggressive residents throughout the facility; and responds to any emergencies within the facility.
- 7) Prepared for and completed the National Commission on Correctional Health Care (NCCHC) audit to ensure the highest standards of health care to residents in compliance with the MOA.
- 8) The Renaissance Center implemented the “Token Economy” behavioral modification system for residents, which focuses on positive reinforcement of target behavior.
- 9) Implemented a quarterly Employee Performance Recognition award.
- 10) Continued implementation of the comprehensive hiring plan that resulted in 448 people hired since year 2008. There were 34 new hires in 2012.
- 11) Continued and finalized negotiating contracts with two (2) AFSCME Unions in preparation for transition to the Office of the Chief Judge.
- 12) Developed and implemented a revised training curriculum for employees assigned to the Division for Admissions, Security & Control.

2012 Major Accomplishments

(Continued)

- 13) Re-instated the “Bridge Program” which provides transitional mental health services to JTDC residents upon release to the community. This program is a collaborative partnership with Isaac Ray Center and local mental health centers.
- 14) Improved resident grievance program in compliance with the MOA/MIP: improved response time, utilized appeal process, repaired/replaced grievance boxes, serious issues reviewed by OTA, and generated a monthly resident grievance report.
- 15) Improved resident due process hearings where residents receive a due process hearing in less than 4 hours 86% of the time.
- 16) Conducted facility-wide quarterly survey of Commissary services and analyzed feedback to improve services to residents.
- 17) Continued JTDC Training Academy by providing 3,893 hours of in house training to employees.
- 18) Reviewed and approved 47 policies and procedures.
- 19) As of October 16, 2012, held 47 meetings regarding Extraordinary Circumstances (non-staff assaults), which involved 70 residents.
- 20) Implemented a weekly e-mail blast which goes to all stakeholders sharing the good happenings going on at the JTDC. It is sent out in the form of a newsletter, and each week a new event or program is highlighted.
- 21) Developed a reciprocal training relationship with the Probation Department. Both departments now share training calendars and invite each other to relevant training classes.
- 22) All direct care staff completed the BASIC MEDICAL, MENTAL HEALTH and SUICIDE TRAINING requirements set forth by National Commission on Correctional Health Care.
- 23) Coordinated the first JTDC Employee Appreciation Luncheon to honor and highlight staff's hard work and dedication.
- 24) Introduced new employee trainings: Trauma-informed practices, Gang Training, and Compassion Fatigue and Burnout.
- 25) Trained new Rapid Response Team employees.
- 26) Continued expansion of a non-paid, non-clinical internships from local universities, including partnering with the School of Social Work at the University of Illinois in Chicago.

2012 Major Accomplishments

(Continued)

- 27) Facilitated LGBTQI Youth in Custody training for the Illinois Department of Juvenile Justice (on site at the Illinois Youth Centers), the US Office of Juvenile Justice and Delinquency Prevention (panelist on webinar), and Cook County Juvenile Probation.
- 28) Developed JTDC's Medical/Mental Health Policies in alignment with Cermak Medical, Isaac Ray Mental Health Services, and The National Commission on Correctional Health Care (NCCHC) standards.
- 29) Developed partnerships with the Probation Department, Chicago Public Schools and the Adler School of Professional Psychology to write/submit grants.
- 30) Added two new screening instruments to the Alpha assessment process to better assess our residents: (1) Substance Abuse Subtle Screening Inventory (SASSI) and (2) Practical Adolescent Dual Diagnostic Interview (PADDI). These two instruments, designed specifically for adolescents, will collect additional mental health and substance abuse information in a highly consistent manner.
- 31) Nancy B. Jefferson School hired a new Principal.
- 32) Implemented high profile committee meetings. Members of this committee include representatives from Resident Daily Life, Resident Advocacy & Quality of Life, Isaac Ray Center and the JTDC's Assistant General Counsel.
- 33) Began expressive art therapy with artist Eric Dean Spruth of Cermak Health Services. Mr. Spruth is involved in the JTDC's "Murals Program" through which, residents decorate the walls of their center, which serves as both therapeutic and artistic expression.

Staffing Plan Chronology

- October 9, 2009, a Staffing Plan was submitted to the Court by the Transitional Administrator as a part of the “Second Report of the Transitional Administrator Pursuant to the Court’s May 8, 2008 Order.” Detailed were the proposed Staffing Plan for the veteran JTDC staff in the classifications of Juvenile Detention Counselors (JDC), Recreation Workers, and Supervisors.
- June 23, 2010, the Staffing Plan as proposed by the Transitional Administrator was approved by the Federal Court.
- June 25, 2010, the Transitional Administrator issued a bulletin to all staff apprising them of the Court’s ruling.
- Between September 8, 2010 and September 15, 2010 held several optional informational sessions for affected staff to discuss the transition of the JTDC, provide sample resume and cover letters, and to provide a context for the JTDC’s current approach towards resident behavior modification. Unfortunately, a very small number of affected staff elected to participate. Finally, the Transitional Administrator scheduled mandatory informational meetings in order to ensure affected staff understood the requirements.
- October 13, 2010, a bulletin was issued to impacted staff notifying them of the process to retain employment in the new classifications as outlined in the Transitional Administrator’s “Second Report” to the Court.
- The Staffing Plan as filed in Federal Court required the affected staff to: 1) apply online and fill out an application through CareerBuilder’s website, 2) participate in an extensive telephone screen, 3) take the IMPACT and/or PROMOTE test one time, 4) interview with a panel of interviewers which required a written component as well as extensive interview questionnaire, 5) successfully complete an extensive background check. This process essentially mirrored the requirements set forth for all new hires.
- The testing instrument known as the IMPACT test, and as filed in Federal Court, required affected staff to obtain no less than 70% in the Human Relations and 70% in the Reading portions as well as be in the 50th percentile overall. The PROMOTE test, for those seeking supervisory positions, required affected staff to obtain no less than a 66% score.
- Prior to the process being implemented the Transitional Administrator made several adjustments to the Staffing Plan in order to give affected staff every opportunity to succeed: 1) affected staff would submit a cover letter and resume to one of the recruiters instead of applying online and filling out the lengthy on-line application, 2) the telephone screen consisted of five objective questions instead of the fifteen minute intense phone screen, 3) provide two opportunities to take the IMPACT and PROMOTE tests, 4) eliminate the 50th percentile requirement, 5) the written portion of the interview tool was eliminated, 6) the interview questionnaire was simplified and shortened.

Staffing Plan Chronology

(Continued)

- May 10, 2011 Status: Of the 202 affected employees; fourteen (14) employees retired, seven (7) resigned, ten (10) employees were terminated for cause, one (1) passed away, one (1) is on military leave, and nine (9) did not complete the process.
- Of the affected staff who tested: 121 passed and 56 failed. Those who failed had an opportunity to retest. Of the employees who retested, over half passed on the second opportunity.
- All testing was completed by March 2011. Affected staff who have completed the process, have been selected to be a part of two “new” Centers (Legacy and Omega)
- The anticipated completion date for the staffing plan was June 2011 however, since the Seventh Circuit Court of Appeals has not rendered a decision, employees who failed the testing have not yet been made aware of the results.
- On August 2, 2011, JTDC and Teamsters jointly held a “college fair” in which 9 (nine) nationally accredited colleges participated. The goal for JTDC was to assist staff in identifying colleges that meet the Administrative Offices of the Illinois Courts (AOIC) criteria.
- March, 2012: Of the 49 affected employees allowed to test for the second time, test results were communicated to those employees. Those employees that did not pass the test were allowed to test for the 3rd time. Test results were communicated to employees June, 2012. A panel interviewed those employees that passed the test and employees were assigned to appropriate positions. After the third testing opportunity, nine (9) employees were terminated and three (3) employees will be demoted to lower positions.

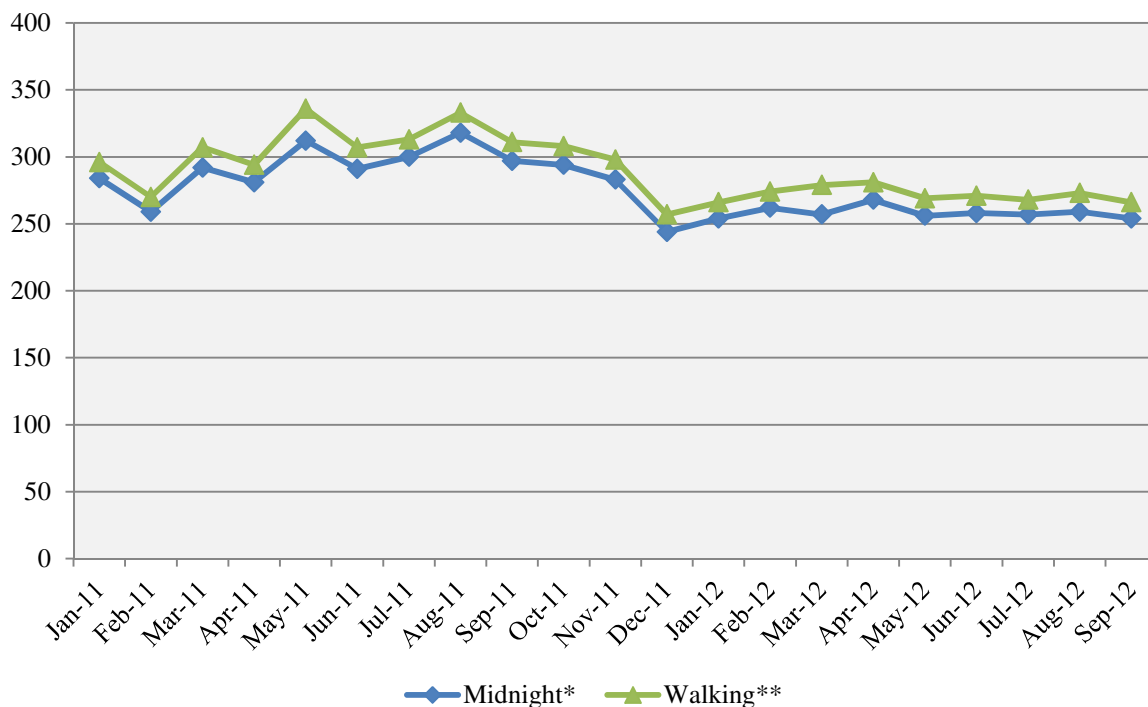
Resident Population Statistics

Complied by the Office of Resident Advocacy & Quality of Life

Office of Resident Advocacy & Quality of Life: Refers to all functions related to the 1) Development, preparation and analysis of reports/data related to resident Court activity, 2) Serves as the JTDC liaison to the juvenile and adult court on matters related to residents and facility operations, 3) Monitors all activity related to resident Grievances for compliance, 4) Hearing Officer for resident Discipline/ Due Process, 5) Establishes the protocols and measures the effectiveness of resident programs and services, 6) Monitors the integration of resident classification, mental health and health services, 7) Monitors and serves as a liaison for all residents temporarily placed in psychiatric setting.

Average Daily Population

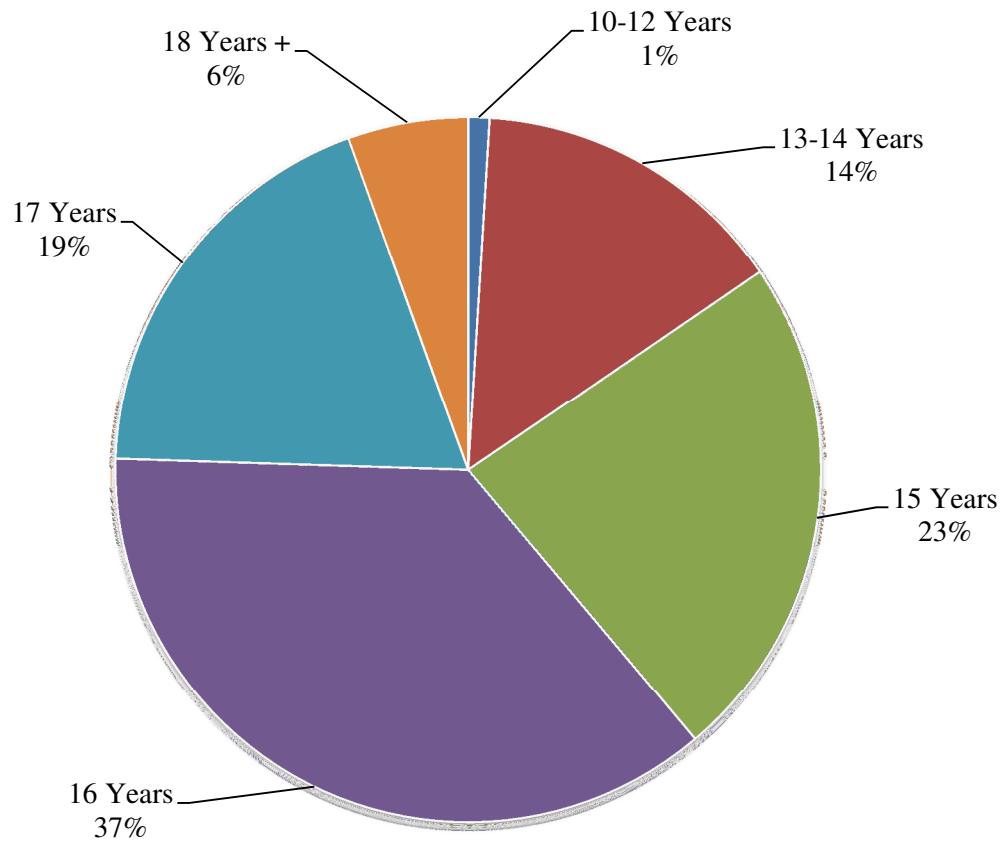
(January 2011 - Sept 2012)



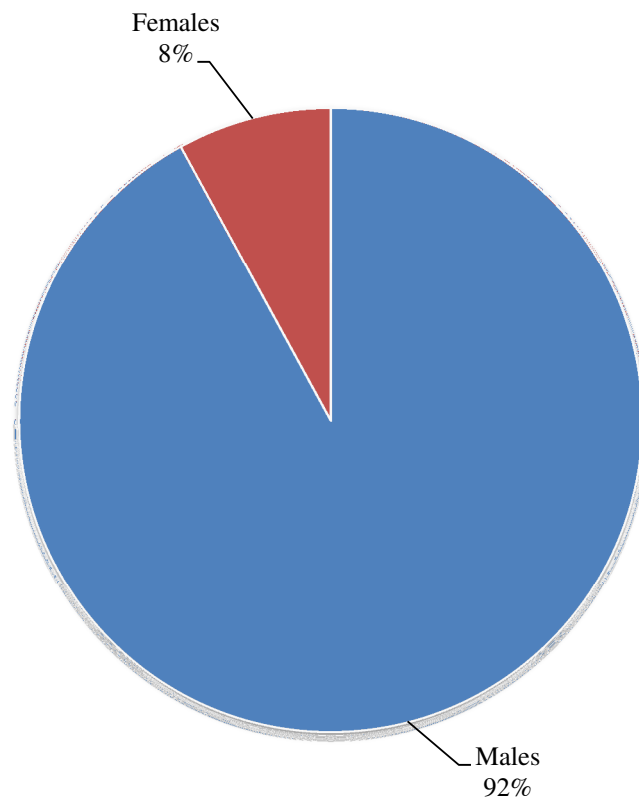
* Midnight = Number of residents who spent the night at the JTDC.

** Walking = Midnight “+” releases from the previous day.

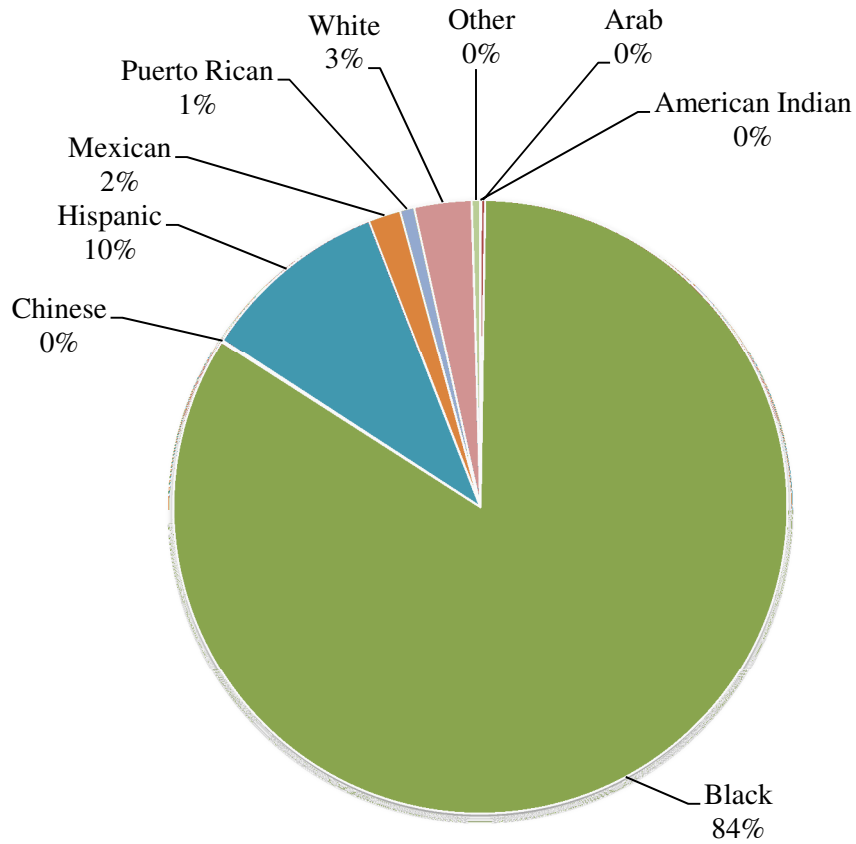
Average Resident Population by Age
(July 2011 - July 2012)



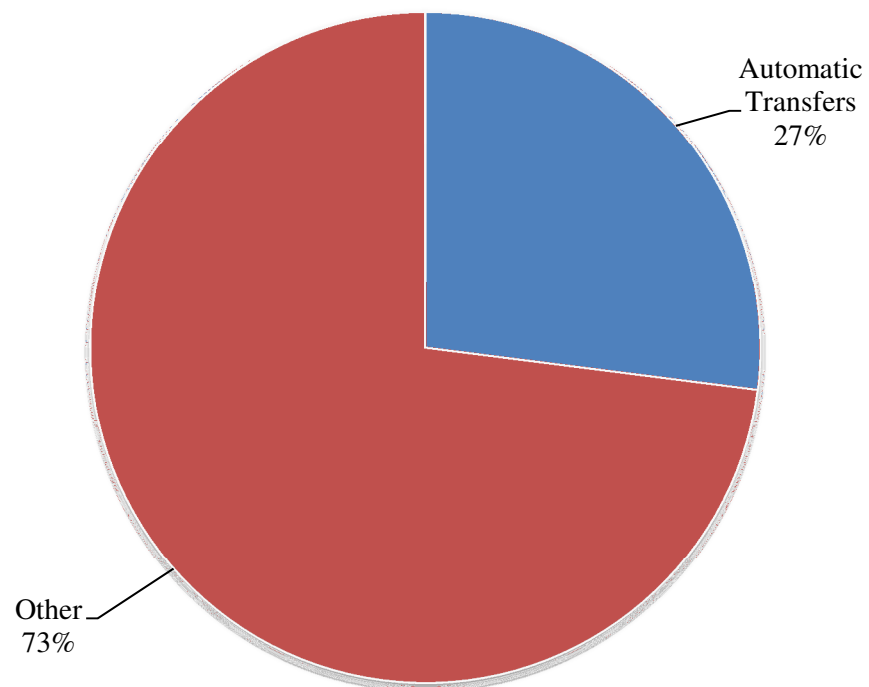
Average Percentage of Males vs. Females
(July 2011 - June 2012)



Average Resident Population by Ethnicity
(July 2011 - July 2012)



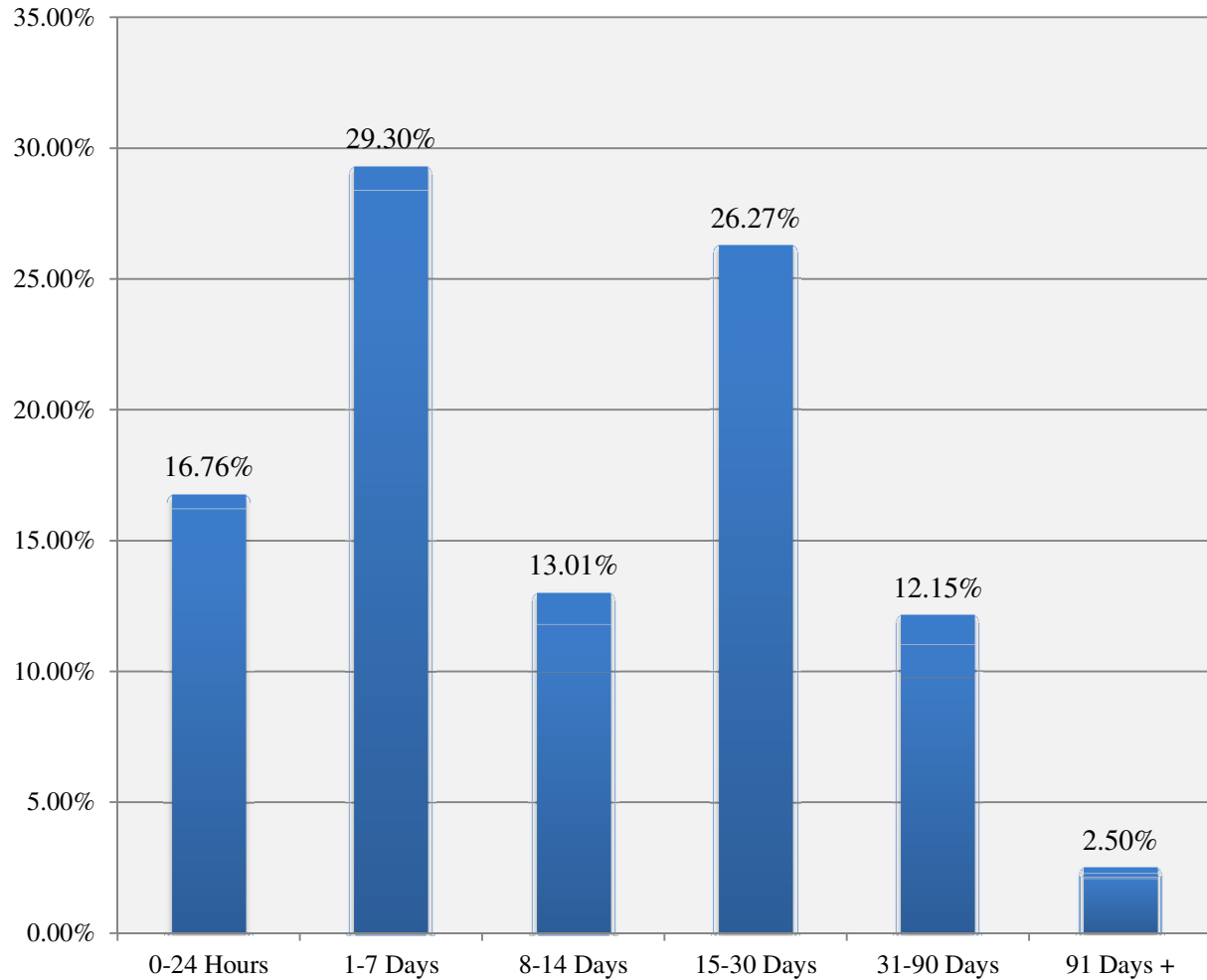
Automatic Transfers
(as of July 2012)



Resident Population Statistics

(Continued)

Average Length of Stay (July 1, 2011 - June 30, 2012)



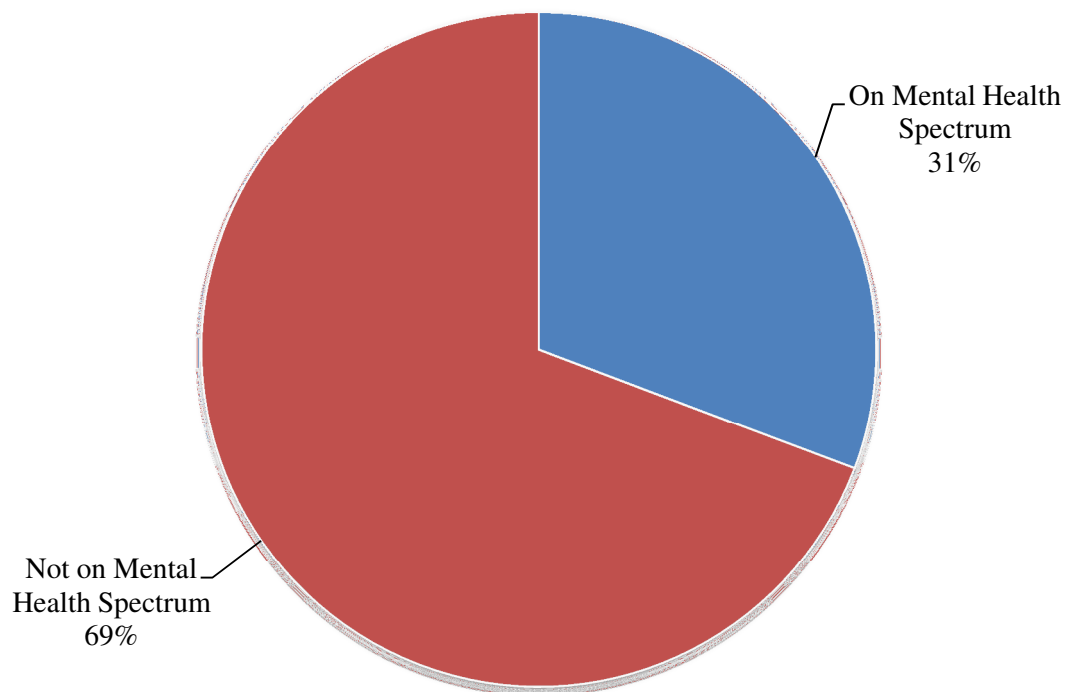
Mental Health Statistics

Compiled by Isaac Ray Center Staff

- On average, 31% of the JTDC's population is on the Mental Health roster
- Averaging at approximately 84 Residents on the active list at any one time
- Of those on the roster, about 34% are on medication

Average Residents on Mental Health Spectrum

(January 2012 – August 2012)



Mental Health Statistics

(Continued)

Suicidal or self-injurious behaviors are an almost daily occurrence at JTDC. Between January 1, 2011 and June 30th, 2012 (a span of 546 days), Isaac Ray Mental Health staff responded to 526 suicidal behaviors. “Suicidal Behaviors” are comprised of 3 major categories: suicidal ideation, suicidal gestures and suicidal attempts.

1. Self-harm/Suicide Ideation*

Occurs when a resident reports feeling suicidal and does not engage in any behaviors beyond verbalizing the desire for self-harm. Such verbalizations include stating: “I want to die”, “I’m going to kill myself”, “I wish I was dead”, etc.

2. Self-harm/Suicide Gestures**

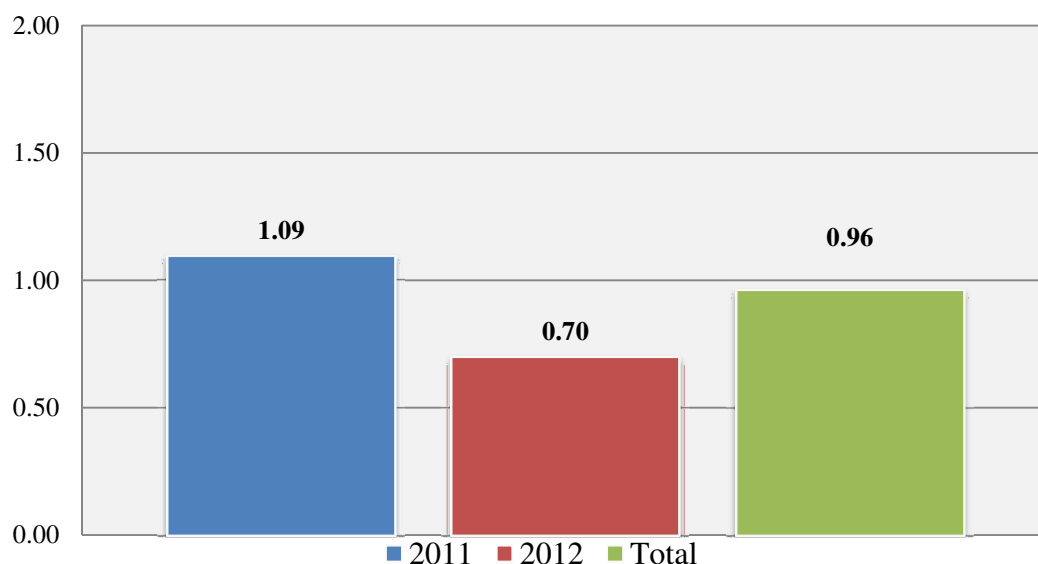
Occurs when a resident both verbal expresses the desire for self-harm and engages in associated ***nonlethal behaviors***. Such behaviors may include: loosely tying string around neck and calling staff’s attention to such, writing a suicide note with no other self-harm behavior exhibited, repeatedly banging head on toilet or wall with no associated bruising/marks, superficial scratching requiring no medical attention, etc.

3. Self-harm/Suicide Attempts***

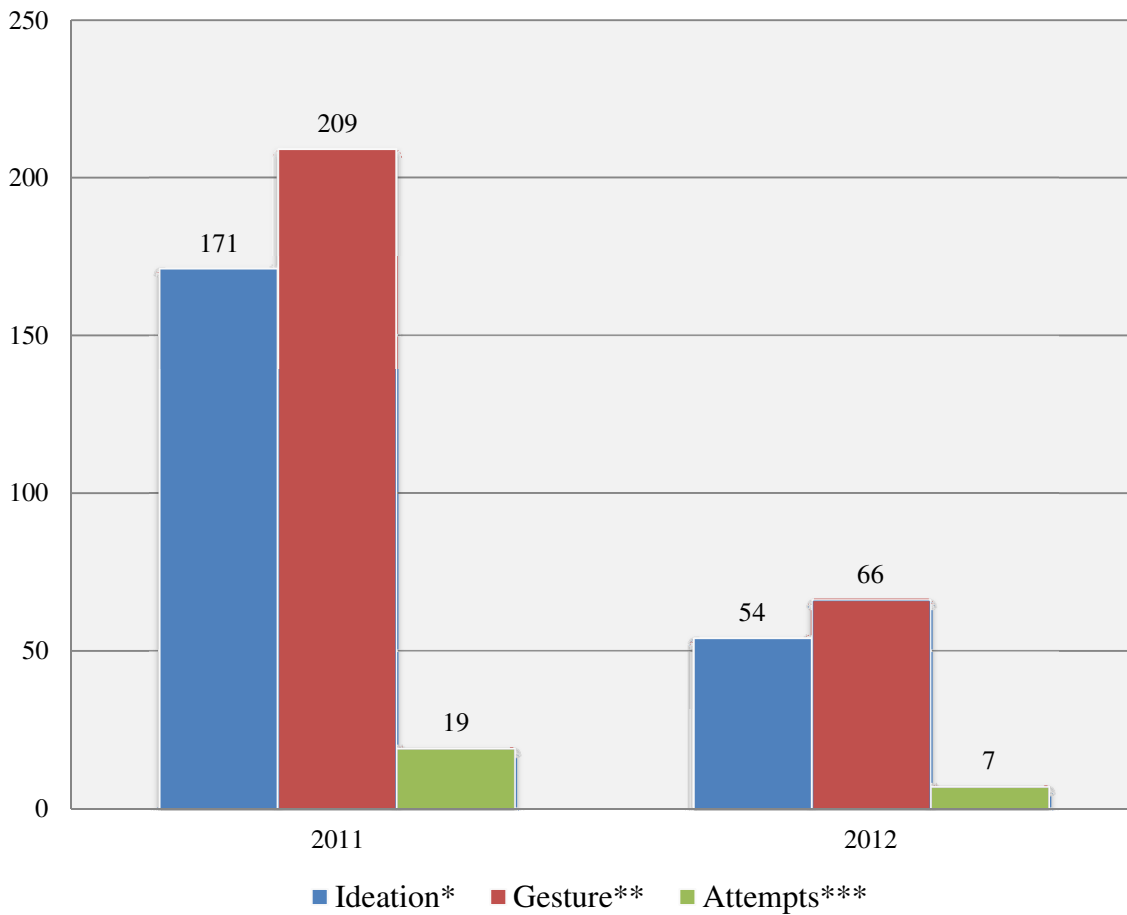
Occurs when a resident expresses the desire for self-harm and engages in a ***behavioral action which may result in serious injury or lethality***. Such behaviors may include: tight ligatures, climbing in ceiling, tying nooses, scratching, cutting or banging head to such a degree that medical attention is required.

Daily Average of Suicidal Behaviors

(January 2011- June 2012)



Suicidal Behavior/Incidents
(January 2011- June 2012)



2012 only includes January 2012 – June 2012

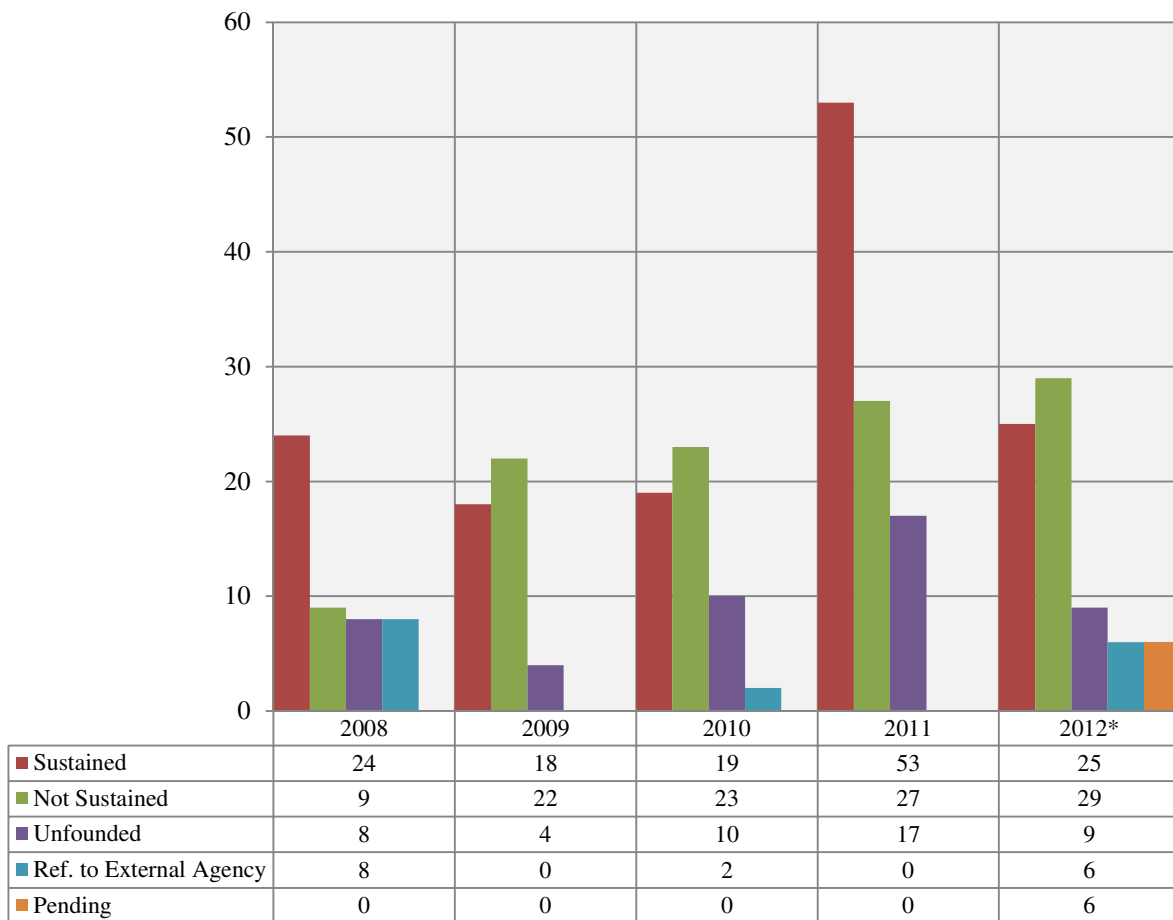
Internal Investigation Statistics

(2008 – 2012)

Internal Investigations - Investigations assigned to the JTDC Investigations Unit. Investigations may result from resident grievances or supervisory/administrative referral sources.

In addition to the following data, four (4) investigative inquiry reports were conducted in 2011 and four (4) investigative inquiry reports were conducted in 2012.*

Employee Misconduct Allegations

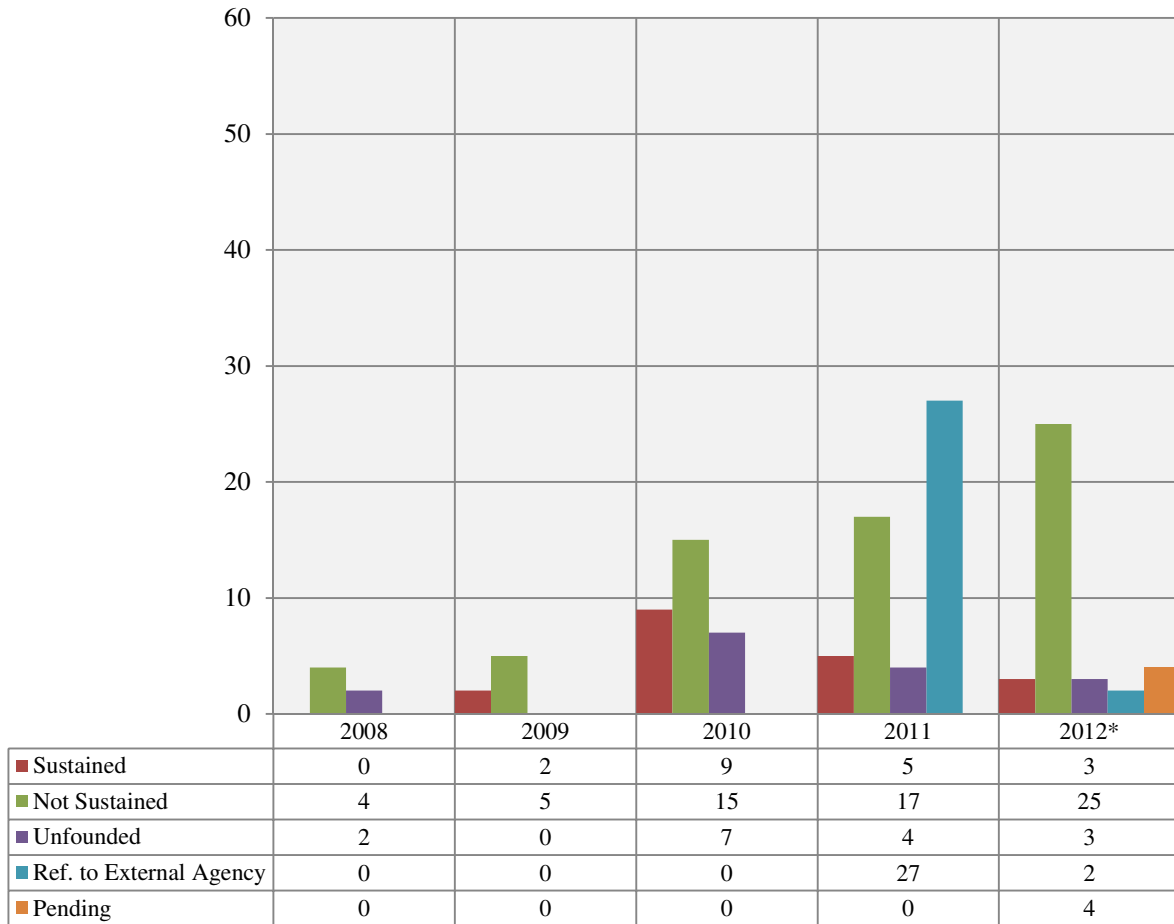


**2012 data reflects investigations assigned from January 1, 2012 through October 15, 2012.*

Internal Investigation Statistics

(Continued)

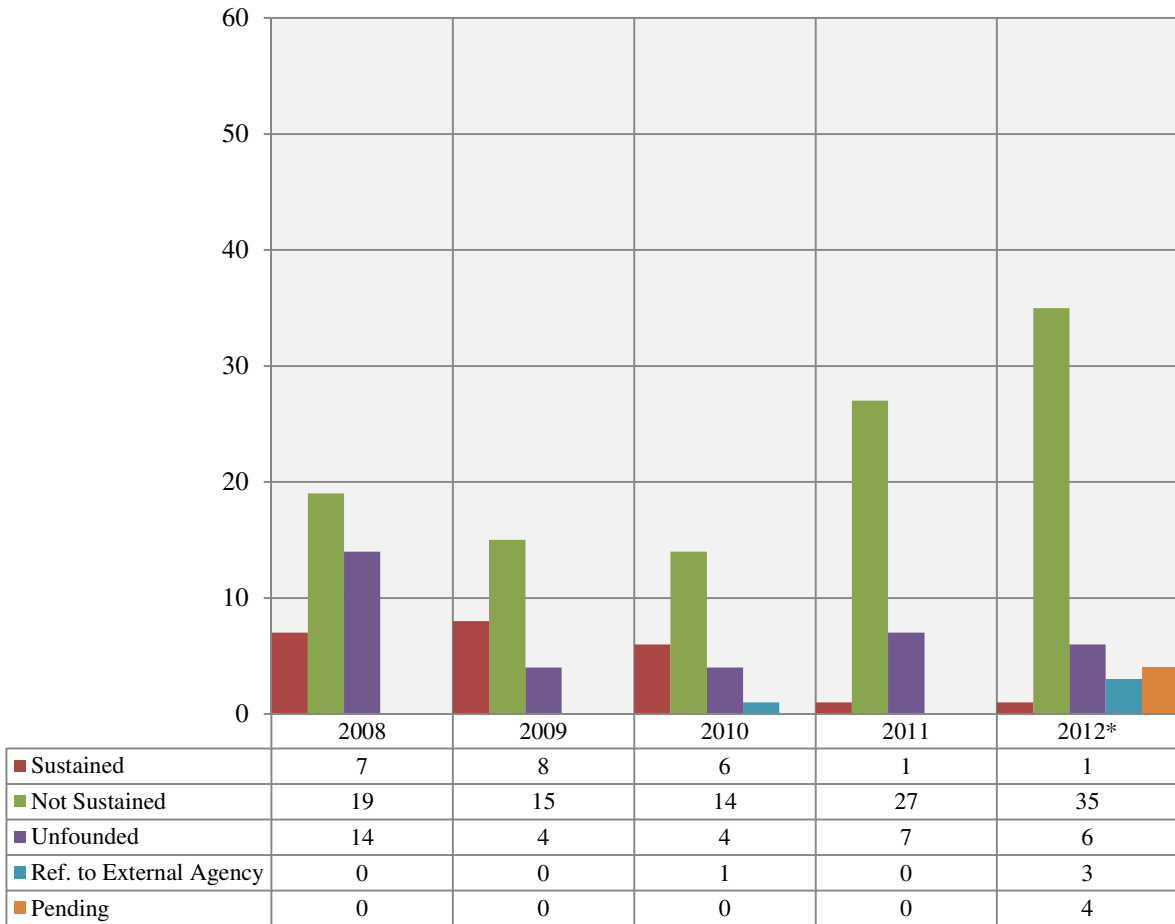
Use of Force Allegations



**2012 data reflects investigations assigned from January 1, 2012 through October 15, 2012.*

Internal Investigation Statistics
(Continued)

Physical Abuse Allegations

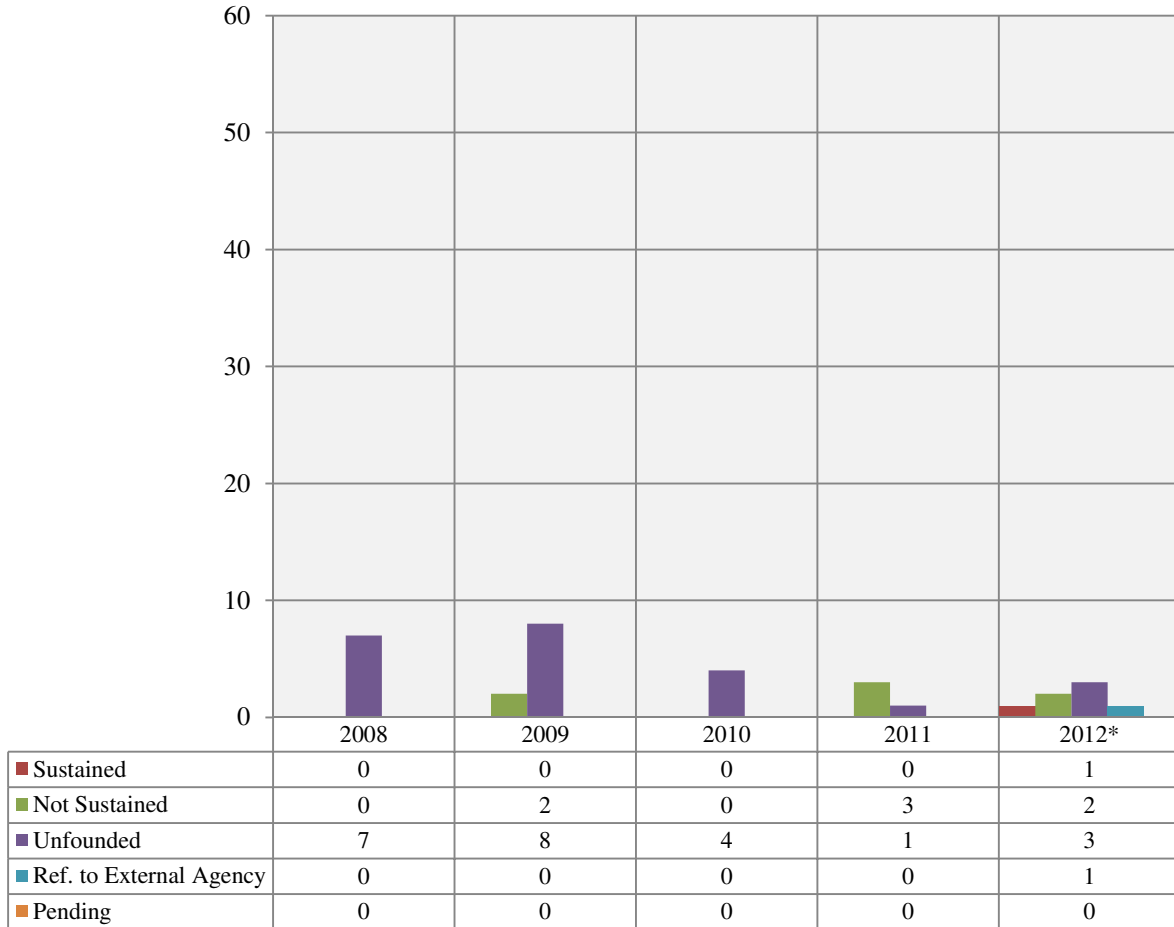


**2012 data reflects investigations assigned from January 1, 2012 through October 15, 2012.*

Internal Investigation Statistics

(Continued)

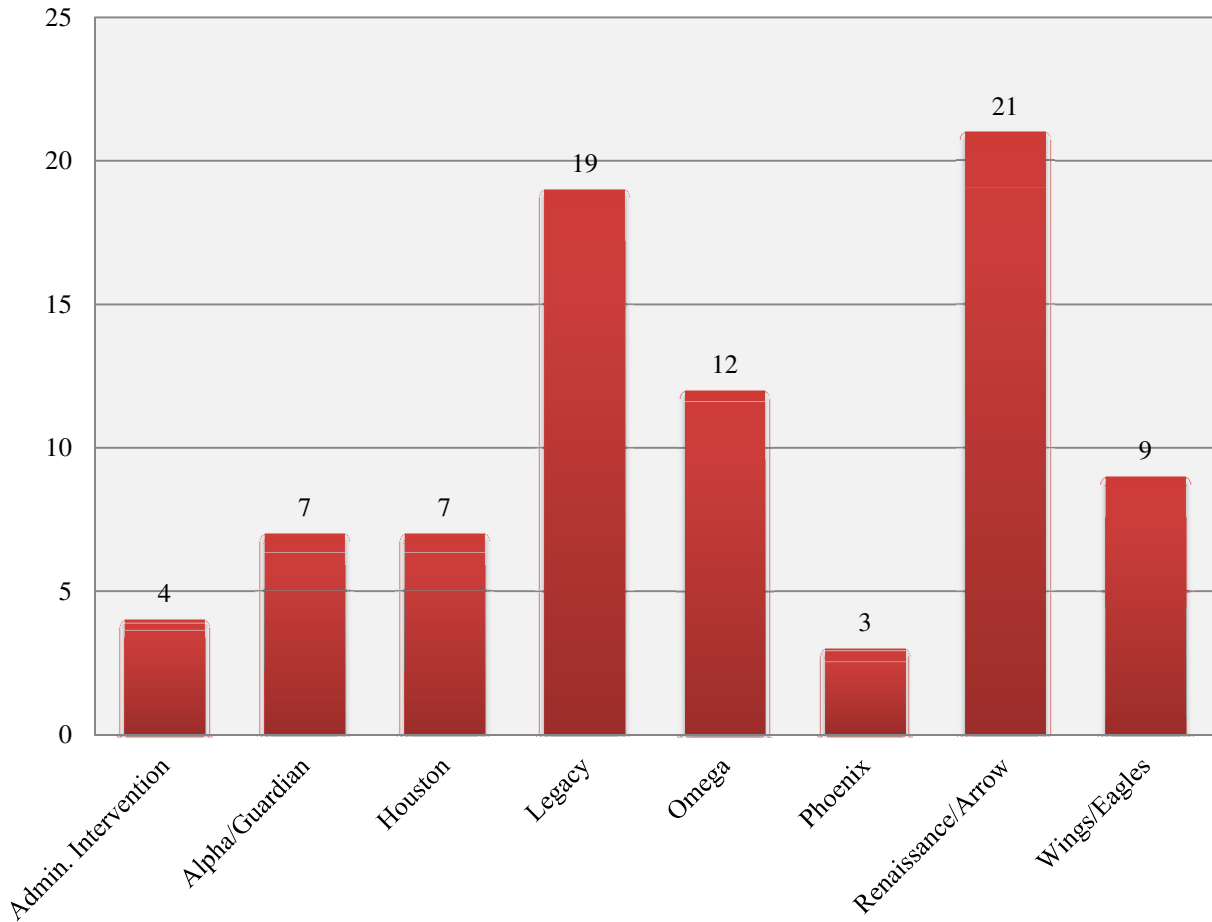
Sexual Abuse Allegations



**2012 data reflects investigations assigned from January 1, 2012 through October 15, 2012.*

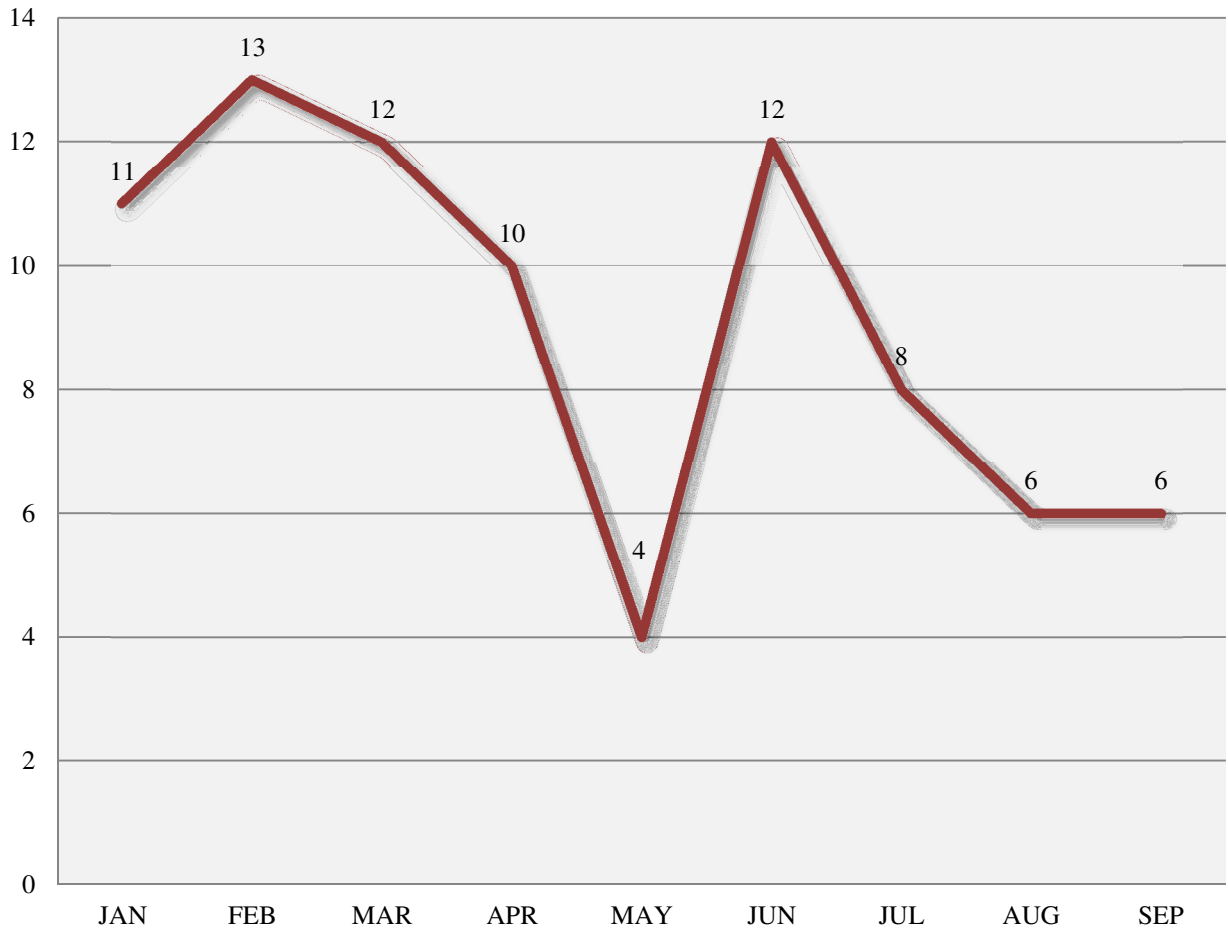
2012 Physical Assaults Against Adults by Center

(January 2012 - September 2012)



Staff Assaults Statistics
(Continued)

2012 Physical Assaults Against Adults by Month
(January 2012 - September 2012)



Legal Activity Highlights

(2011 – October 17, 2012)

In addition to the items outlined below, JTDC attorneys also provide legal opinions at the request of the Transitional Administrator; provide legal and labor counsel to JTDC managerial staff on a daily basis; draft various contracts; draft letters to external agencies; accept/review court orders and subpoenas; and ensure that residents' legal rights are protected.

Extraordinary Circumstances (non-staff assaults) reviewed and approved:

- 2011: 94
- 2012: 47

JTDC Policy Review:

- 2011: 42 reviewed and approved
- 2012: 47 reviewed and approved

Grievances

- 2011:
1st Step – 71, 2nd Step – 75, 3rd Step – 147
- 2012:
1st Step – 54, 2nd Step – 26, 3rd Step – 76

Arbitrations

- 2011: 2 completed – 2 sustained
- 2012: 5 completed – 2 sustained; 1 pending decision; 2 cases settled
- Of note, the Transitional Administrator refused to arbitrate cases, hence the low number of arbitrations scheduled/completed.

U.S. Department of Labor Cases

- 2011: no new cases
- 2012: no new cases
- 3 pending cases from previous years

Illinois Department of Labor Cases

- 2011: no new cases
- 2012: no new cases
- 7 cases pending from previous years

Illinois Department of Human Rights Cases

- 2011: 10 new cases – 8 dismissed; 1 sustained; 1 pending decisions
- 2012: 4 new cases – 1 dismissed; 3 pending decisions
- 6 cases pending from previous years

Illinois Human Rights Commission Cases

- 2011: no new cases
- 2012: no new cases
- 2 cases pending from previous years

Illinois State Cases

- 2011: no new cases
- 2012: 1 new case – 1 pending
- 1 case pending from previous years

Illinois Labor Relations Board Cases

- 2011: no new cases
- 2012: no new cases
- 11 pending from previous years

Equal Employment Opportunity Commission Cases

- 2011: 6 new cases – 4 dismissed; 2 pending decisions
- 2012: 7 new cases – 4 dismissed; 3 pending decisions
- 4 cases pending from previous years

Federal Cases

- 2011: 3 new cases – 3 pending decisions
- 2012: 3 new case – 3 pending decisions
- 4 cases pending from previous years

Legal Activity Highlights

(Continued)

Significant Cases:

1) 7th Circuit Court of Appeals:

- Rickey Coleman v. Earl Dunlap. 11-2669. Coleman sued for wrongful discharge. The case was before the Appellate Court on an interlocutory appeal filed by Defendant Dunlap regarding whether or not the order appointing Mr. Dunlap as the Transitional Administrator of the JTDC, afforded him absolute immunity against causes of actions like the one filed by Plaintiff Coleman. The 7th Circuit Court held that Mr. Dunlap's administrative acts of hiring and firing JTDC employees are not protected by absolute immunity.

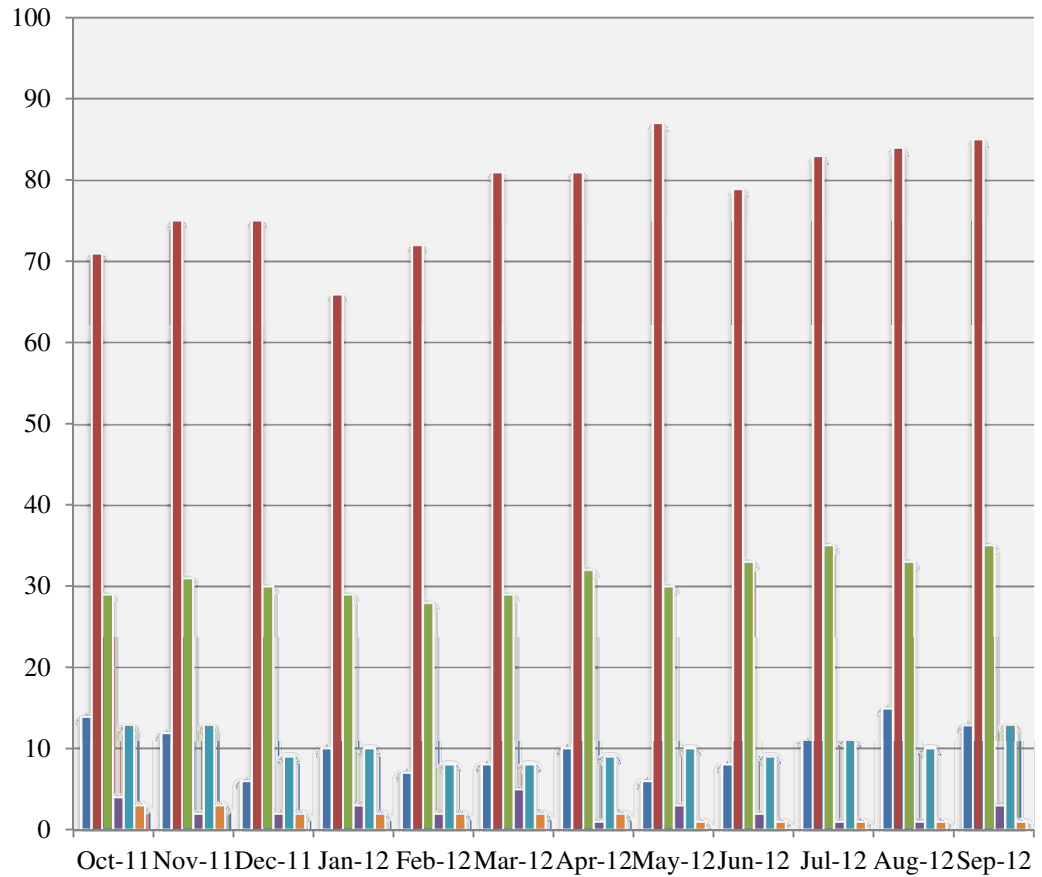
2) 7th Circuit Court of Appeals:

- Doe v. Cook County. 10-2746. Challenges the August 14, 2007 order appointing the Transitional Administrator and the "Staffing Plan."

3) Illinois Labor Relations Board:

- Perkins v. Office of the Chief Judge/JTDC S-CA-09225. Complainant claimed unfair labor practice, alleging that she was denied overtime because she filed grievances. The Board reversed the Recommended Order issued by the Administrative Law Judge which held that Mr. Dunlap as TA was not a public employer, and remanded the case for hearing.

JTDC Employee Leave Analysis

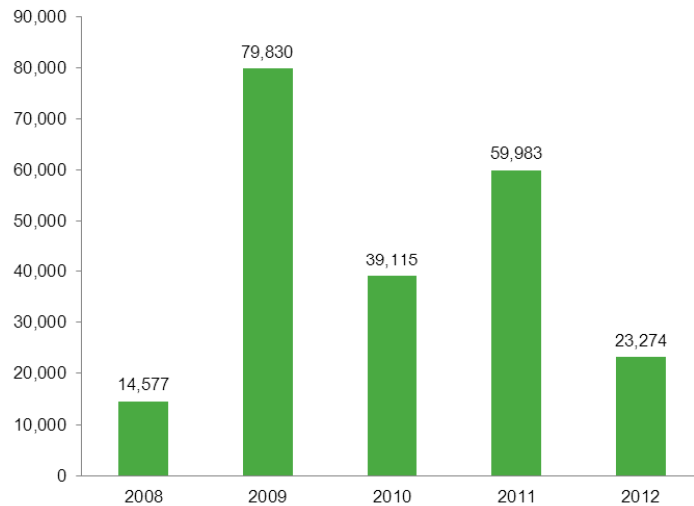


	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
■ FMLA - Continuous	14	12	6	10	7	8	10	6	8	11	15	13
■ FMLA - Intermittent	71	75	75	66	72	81	81	87	79	83	84	85
■ IOD	29	31	30	29	28	29	32	30	33	35	33	35
■ Administrative Leave	4	2	2	3	2	5	1	3	2	1	1	3
■ Disability	13	13	9	10	8	8	9	10	9	11	10	13
■ Military Leave	3	3	2	2	2	2	2	1	1	1	1	1

Hiring Data

Applications

- 193,505 applications received to date
- 300,870 clicks to date
- 34 hires made in 2012 over 10 position types



10/24/2012

Hiring Data

(Continued)

2011 Project Analysis

Recruiting Stage	Number of Candidates
Applications	59,983
Phone Interviews	3794
Testing	1138
Face to Face Interviews	455
Offers	122
Starts	118

- 52 Vacancies (45 required testing)
- 1 out of every 3 phone interviews are submitted forward in the process
- 40% of test takers pass
- 4:1 interviews to hires

10/24/2012



Hiring Data

(Continued)

2012 Project Analysis

Recruiting Stage	Number of Candidates
Applications	23,274
Phone Interviews	1339
Testing	937
Face to Face Interviews	137
Offers	37
Starts	34

- 15 Vacancies Currently identified (9 require testing)
- 7 out of every 10 phone interviews are submitted forward in the process
- 40% of test takers pass
- 4:1 interviews to hires

10/24/2012



JTDC/Personified 2012

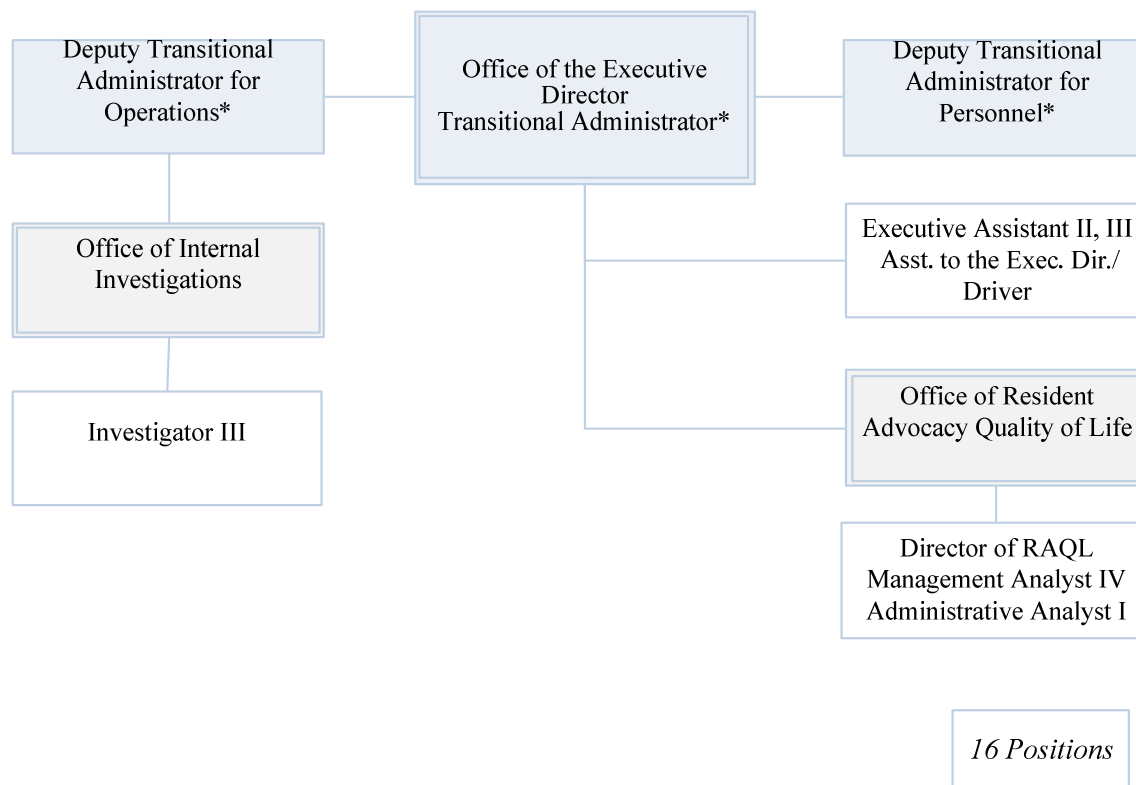
- Transitioning of internal and external candidate process
 - 15 vacancies
 - Completion of Internal Veteran re-testing and face to face interviews
 - Coordinated all staff & rooms for retesting dates and veteran interviews
- Develop Sourcing Strategy & Screening relevant applicants
- Coordinate and communicate transitioning of testing, interviews, offers, medical appointments, orientation dates
 - 27 Testing dates in 2012 thus far with approximately 20 people testing per class = 540 external applicants testing
 - Openings: Youth Development Specialist, Investigator III, Investigator IV, Supervisor in Charge, , Security Specialist 1, Security Specialist II, Recreation Specialist, Rapid Response Team Specialist, Temporary Cook, Food Service Worker, Laundry Worker

10/24/2012



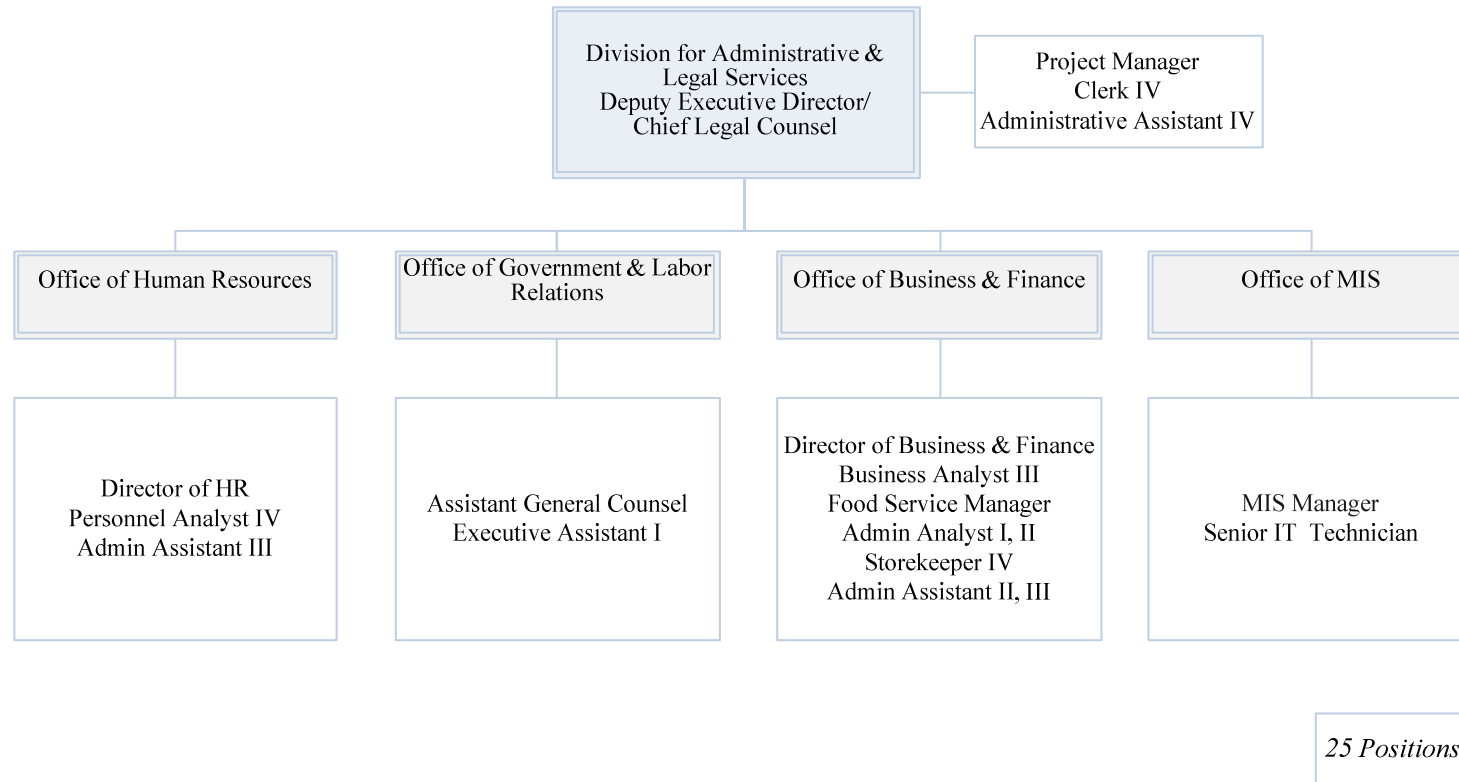
Office of the Executive Director/Transitional Administrator (OTA)

The Executive Director is responsible for the effective management of the facility's operations, personnel, and programs. The Executive Director oversees the entire operation which includes four divisions, one department and three providers: Division for Resident Daily Life, Division for Admissions, Security and Control, Division for Programs and Professional Services, Division for Administrative and Legal Services, and the Department of Resident Advocacy and Quality of Life. Providers include Nancy B. Jefferson (school), Cermak Health Services (medical), and Isaac Ray Center (mental health).



**OTA Staff*

Division for Administrative & Legal Services



Division for Administrative & Legal Services

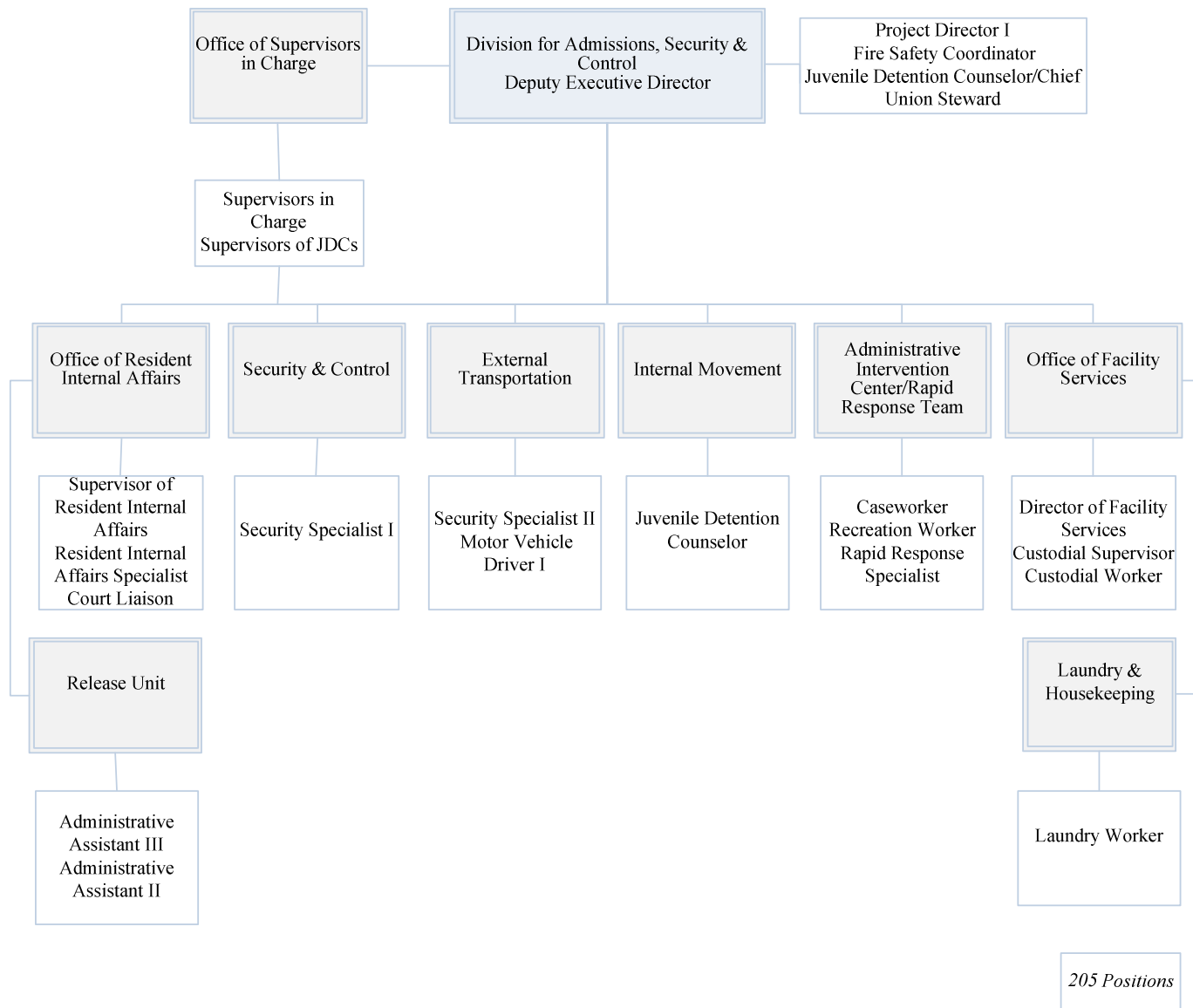
Mission: To manage, coordinate and provide for the JTDC all essential legal and court services; establish and implement all protocols related to the provision of human resources, business & finance, management information systems, and coordinate all public and media information.

The Deputy Executive Director/Chief Legal Counsel for Administrative Services will direct all activities of this Division and serve as Chief Legal Counsel for the JTDC. The Division staff is required to provide all inter-governmental and legal services for the JTDC. This Division will generally provide the following functions/services:

- **Office of Government & Labor Relations:** Refers to all functions related to the 1) Provision of legal services/opinions, 2) Review all federal, state and local laws and ordinances for potential impact on the operation of the JTDC, 3) Review, negotiate and finalize all contracts, 4) Review, for applicability and compliance, and sign off on all operational policy, 5) Participate in, negotiate and interpret all labor negotiations and related contracts, 6) Serve as the conduit for all public and media relations.
- **Office of Human Resources:** Refers to all functions related to the 1) Serving as the “keeper of the record” for all human resource activity, including but not limited to, the oversight of all employee personnel records, etc., 2) Oversee, analyze and make recommendations related to job classification and compensation, 3) Develop and implement strategies related to employee performance evaluations, 4) Develop and implement all employee timekeeping and payroll activities, 5) Monitors and makes necessary adjustments of all personnel classifications within business units, 6) Oversees compliance with all personnel regulation (e.g. FMLA, etc.).
- **Office of Business & Finance:** Refers to all functions related to the 1) Preparation of all fiscal budgets impacting programs and services; 2) Review and analyze all budget expenditures for compliance with the governing authority, 3) Preparation of all invoices and vouchers associated with budgetary business accounts, 4) Serves as liaison to the governing authority on all fiscal matters, 5) Preparation of all essential documents related to bidding and contracting for goods/services, 6) Prepares all essential reports for compliance with the National School Lunch Program and other external funding sources.
- **Office of Management Information Systems:** Refers to all functions related to the 1) Oversight and recommendations for all technology, computer hardware and programs, 2) Collaborates with the governing authority on all matters related to software programs impacting on the facility operation, 3) Maintains security protocols for all computer utilization, 4) Provides technical assistance in the development of software programs that impact on all managerial programs/services.

The Division for Administrative & Legal Services has a **Total of 25 FTE’s**.

Division for Admissions, Security & Control



Division for Admissions, Security & Control

Mission: To establish all protocols for the general security of the JTDC and oversee and manage all access and egress functions: processing of all youth to be admitted and released; general safety of residents and staff throughout the facility, transportation of residents within and away from the facility; oversee all custodial and laundry services.

The Deputy Executive Director for Admissions, Security & Control will direct all activities of this Division. The Division is staffed to maintain a required 24 hour, 7 days a week presence and will generally provide the following functions/services:

- **Security:** Refers to all functions related to maintaining the integrity of the security of the JTDC and involves time limited direct and continuous supervision of residents. Functions include, but are not limited to, managing the: 1) Security and Control Center; 2) Communication systems; 3) Sally port security; 4) Key Control; 5) Tool Control; 6) Access, egress and supervision of contract providers and deliveries; 7) Movement and coordination of all residents and authorized personnel/civilians throughout the facility.
- **Admissions/Release:** Refers to the initial processing of all youth ordered to be held in the custody of the JTDC and involves only time limited direct and continuous supervision of that youth. Functions include, but are not limited to: 1) Reviewing all relevant documentation to determine the legitimacy of the admission/release; 2) Conducting initial screening and necessary searches; 3) Collecting records/documents and properly secure all youth personal belongings; 4) Management and oversight of Property Room(s); 5) Efficient transfer of each resident to Screening/Assessment/Orientation Unit for classification.
- **Transportation:** Refers to internal and external movement and control of residents. Functions include, but are not limited to: 1) Safe/secure movement of resident to and from areas outside their daily living Units (e.g. medical, visitation, etc.); 2) Safe/secure movement to and from court proceedings, external medical appointments, appointments and events required and/or lawfully ordered by the Court (e.g. pre-placement interviews, long term residential treatment).
- **Rapid Response Team:** Refers to the management and coordination of all emergency preparedness activities, which include, but not limited to: riots, hostage situations, emergency medical, fires, power outage, work stoppage, etc. Selected staff in this Division will be specifically trained to respond to any emergency/crisis situation.
- **General Facility Services:** Refers to all activities related to the general upkeep of the JTDC and necessary laundering of resident and facility materials. Functions include, but are not limited to: 1) Custodial and Housekeeping of all assigned areas within the secure perimeter of the JTDC; 2) Managing, scheduling and providing all resident laundry services; 3) Interfacing of all activities associated with the work of County Facility

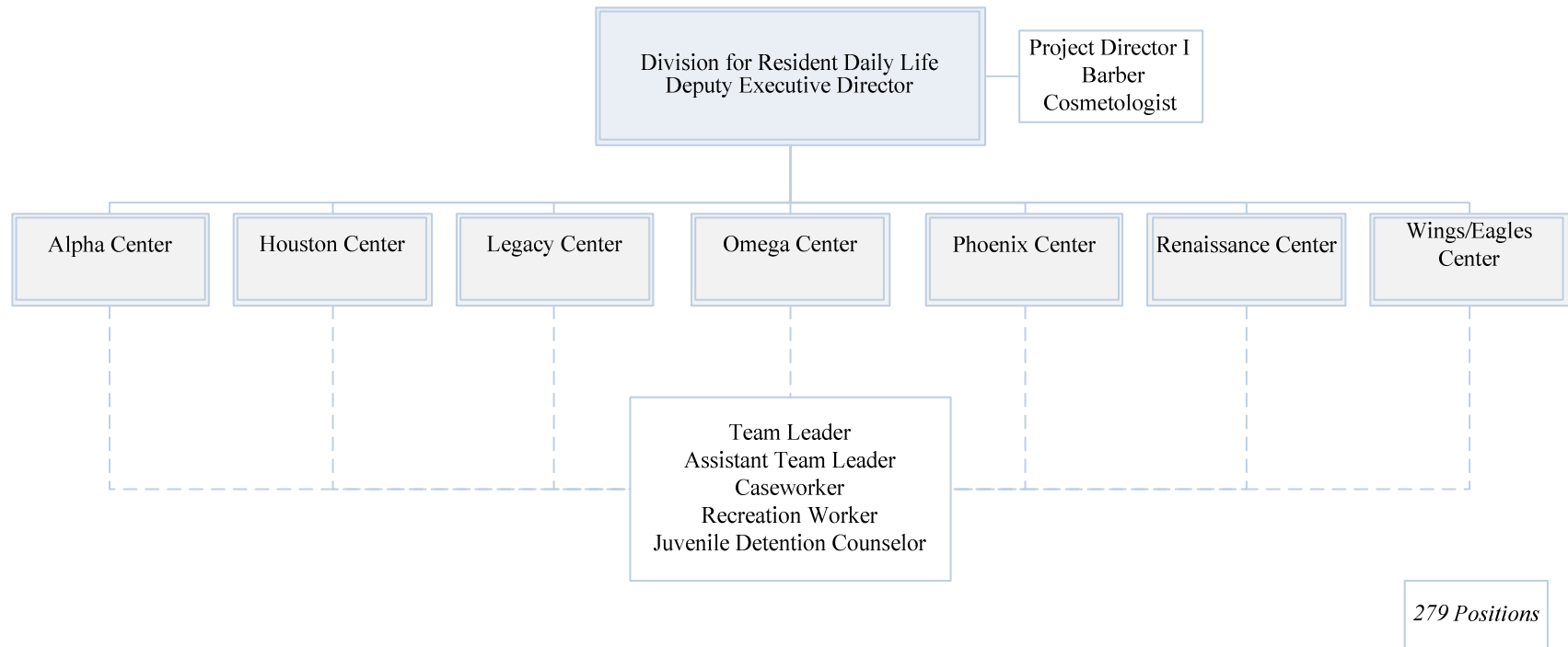
Management which includes the preparation of and reviewing/approving all capital construction and equipment activity.

- **Administrative Intervention Center:** Refers to centers where residents are assigned that have been charged with staff or resident assaults or exhibit extreme behaviors. This center provides direct and continuous supervision to residents assigned on this center.
- **Office of Resident Internal Affairs:** Refers to all functions related to the 1) Collection of intelligence and other related information associated with resident gang activity that may impact on the safety of all residents and the operation of the facility, 2) Serves as the facility Administrative Hearing Officer for all resident discipline resulting from “Extraordinary Occurrences” 3) Monitors all resident behavior contracts assigned to any Center, 4) Serves as the liaison with local law enforcement on matters related to new charges brought against JTDC residents.

The Division for Security, Control and Facility Management has a **Total of 205 FTE’s.**

Division for Resident Daily Life

“Centers within a Center”



Division for Resident Daily Life

“Centers within a Center”

Mission: To manage and implement a resident daily life program that incorporates all state regulatory requirements, nationally recognized minimum standards of practice and evidenced based best practice that embraces and promotes a safe, secure and helpful environment.

The Deputy Executive Director for Resident Daily Life will direct all activities of the Division. The Division staff is required to maintain a 24 hour, 7 days a week presence and will generally provide the following significant functions/services:

The configuration of seven (7) operating Centers within the Division for Resident Daily Life emphasizes the significance of moving away from operating a 498 facility and embracing the operational concept of seven (7) independent “Centers within a Center.” Each Center has a dedicated staffing pattern that promotes teamwork and consistency of services to residents. Each Center is led by a Team Leader and all staff assigned to the Center are assigned and scheduled to work only in the designated Center. In addition, Center staff all work a designed “rotational” schedule that allows each to receive one (1) weekend off a month and ensures they receive eight (8) hours of training per month as a part of their normal work schedule.

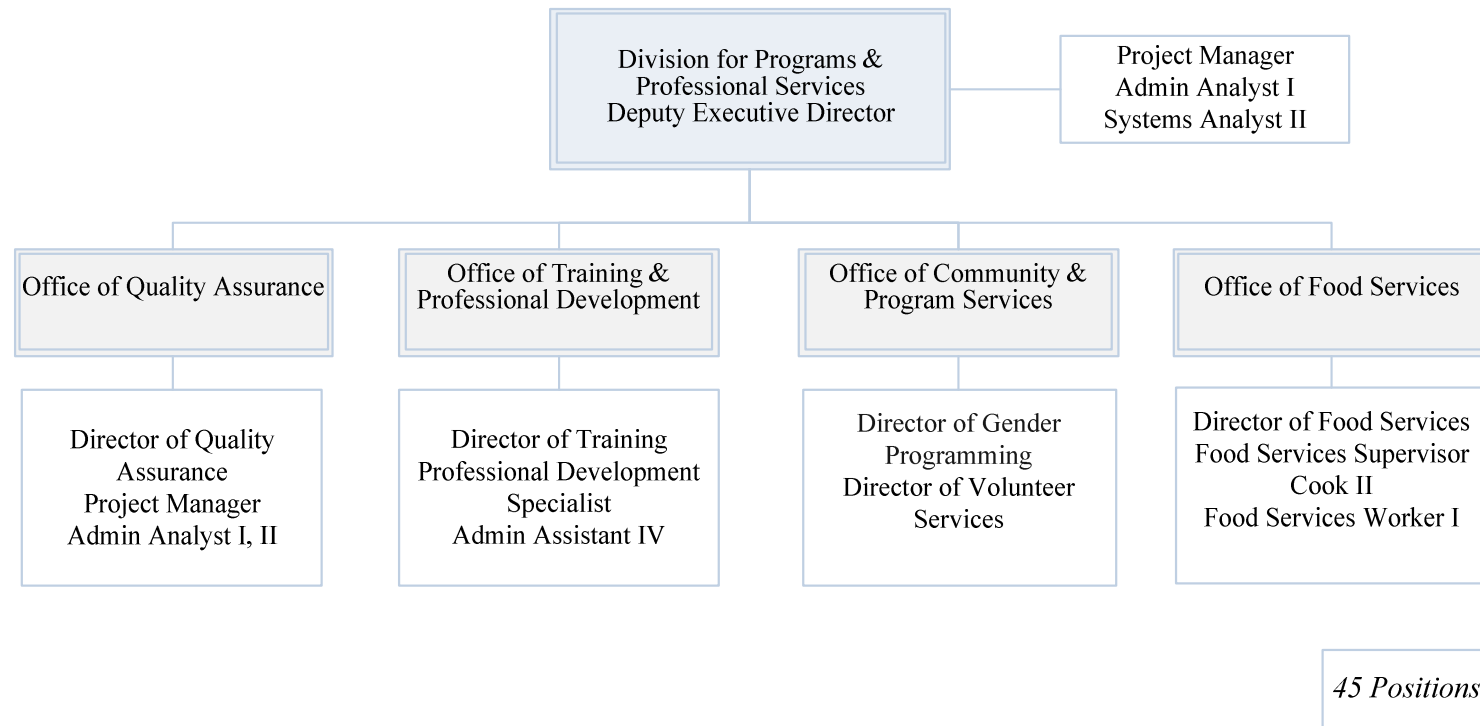
- **Housing:** Refers to the operational design of Units/Pods to be operated within the JTDC. Each operating Unit within the JTDC will consist of three (3) Pods and no less than 48 and no more than 54 beds for a maximum of seven (7) operating Units. Each Unit will be staff, operated as a “stand alone”, homogenous program, and will not be dependent on any other operating Unit.
- **Staffing:** Each Center generally will be comprised of: One (1) Team Leader and three (3) Assistant Team Leaders who will provide operational and program functions; 30 Youth Development Specialists whose primary focus consists of: providing direct and continuous supervision for 48 to 54 residents, crisis intervention, individualized program services and to evaluate resident daily life in accordance with the behavioral program; two (2) Recreation Specialists who will plan, coordinate and deliver all recreational services; three (3) Caseworkers who will serve as case managers and court liaisons for all residents assigned to the Center. The Alpha center has (5) caseworkers and one (1) Recreation Worker.
- **Screening/Assessment/Orientation:** One Center serves as the area where all youth entering the JTDC will be screened pursuant to medical/mental health requirements. Each Center will have an individualized educational program prepared and implemented, as well as receive a structured orientation related to the resident daily life program.
- **Behavior Management:** All staff will be trained in the implementation of a structured behavior management program that offers residents immediate rewards for success in meeting the requirements of a daily life program (e.g. Relationships with peers,

relationships with staff, personal hygiene, maintenance and care of living area, behavior, participation in educational and social opportunities). Conversely, residents will be held accountable for unacceptable behavior/rule violations, which will lead to varied levels of consequences/restrictions.

- **TEAM:** All Centers, in addition to those staffing classifications previously identified, will be made up of two (2) Mental Health providers, one (1) Health Services provider and a dedicated educational staff from the Chicago Public Schools. These classifications will serve as adjunct providers as it relates to planning, programming, training support, etc. The TEAM will set the tone and direction of resident daily life.

The Division for Resident Daily Life has a **Total of 279 FTE's**.

Division for Programs & Professional Services



Division for Programs & Professional Services

Mission: To enhance the overall quality of life in the JTDC for residents and staff through the development of comprehensive policies and procedures that promote nationally recognized standards of practice; monitoring, measuring and evaluating the delivery and effectiveness of programs and services; planning, developing and implementing strategies that promote the professional growth and development (training) of staff; and promoting a transparency within the community through the development and coordination of proactive volunteer networks and gender responsive programs; and oversee food services.

The Deputy Executive Director for Programs and Professional Services will direct all activities of this Division. The Division staff is required to maintain on-going collaborative strategies with all JTDC Division(s) and Office(s) in the development of policies and all programs and services for residents and staff. This Division will generally provide the following functions/services:

- **Office of Quality Assurance and Professional Standards:** Refers to all functions related to: 1) Development of all policies/procedures; 2) Monitoring and auditing of services 3) All regulatory compliance; 4) Monitoring of compliance with the MOA, ASO and MIP; 5) Evaluation of programs/services; 6) Preparing compliance and monitoring reports; 7) Collaborating with and participating in community juvenile justice planning.
- **Office of Training/Professional Development:** Refers to all functions related to: 1) Development, planning and delivery of all training and professional development; 2) Development & preparation of an annual training plan that meets regulatory and nationally recognized minimum standards of practice; 3) Preparing and delivering a pre-service orientation training for all newly hired staff; 4) Preparing and delivering annual in-service training for existing staff; 5) Identifying and coordinating all specialized training needs; 6) Maintaining and updating all training curricula; 7) Addressing any changing trends, best practices, etc. that may impact on the professional development of JTDC personnel.
- **Office of Volunteer Services:** Refers to the development, recruitment, screening, supervision and integration of all volunteer programs, including, but not limited to, faith-based programs, cultural and recreational programs and events, etc.
- **Office of Gender Responsive Services:** Refers to the community interface, coordination, development and implementation of gender responsive (initially girls) and culturally relevant programming for all residents of the JTDC. Also, this office will address changing trends and use best practices for its programming.
- **Office of Food Services:** Refers to the operation of the Food Services Department through the planning, preparation and serving of nutritious meals/snacks that comply with National School Breakfast/Lunch requirements and nationally recognized minimum standards of practice; promotes health and wellness; and is effectively integrated into the resident daily program.

- Liaison to the Nancy B. Jefferson School (NBJS): Refers to the communication and on-going collaboration with the Chicago Public Schools and specifically NBJS in order to adequately integrate the behavioral and educational services for all JTDC residents.

The Division of Programs and Professional Services has a **Total of 45 FTE's**.

Quality Assurance and Professional Standards

The Department of Quality Assurance and Professional Standards promotes organizational productivity and accountability at JTDC with the use of policies and procedures. The JTDC policy and procedure manual is the foundation of the quality assurance activities. The activities within the department are comprehensive to ensure that regulatory compliance is occurring, best practices are utilized, and quality services are provided.

The activities of the Department of Quality Assurance and Professional Standards entail:

- Developing policies and procedures that thoroughly define the operational practices and programs at the facility;
- Utilizing applicable national standards to develop performance-based indicators that will measure achievement in desired areas of programs and services;
- Evaluating and providing on-going monitoring;
- Documenting and providing detailed reports with summaries; and
- Making recommendations

The Department of Quality Assurance and Professional Standards offers training to all new staff on the policies and procedures of JTDC. All staff are provided with an electronic version of the policy and procedure manual (with updated versions provided when revisions are made).

The policies and procedures of JTDC are reviewed annually with processes in place to ensure regularly scheduled monthly reviews of all policies and procedures (by Chapter) and on-going monitoring for continuous improvements.

Analysis and evaluation of programs and services are conducted annually. Currently, monthly and quarterly reviews of JTDC practices are conducted with the use of national performance indicators that assist in the evaluation of the health, safety, and well-being of the residents

Training Center/Academy

The JTDC staff-training program consists of three major three (3) components.

The *first component* is the Self-Study Guide, an overview of core detention concepts that the new employee will complete with a mentor. The Self Study Guide constitutes 24 hours of pre-service orientation focusing on JTDC employee issues and procedures.

This pre-service training is an 80-hour training curriculum, consisting of 40 hours of Detention Basic training that parallels the Administrative Office of the Illinois Courts detention basic training. This core curriculum training is based on modules from the *National Juvenile Detention Association's Detention Care worker Curriculum*. This training includes: Physical Restraint Training (PRT) –developed by the national “Handle with Care “program; CPR training and First Aid from the Red Cross; mental health training; basic medical training; and 40 hours of Cognitive Behavior Training, focusing on the JTDC’s resident behavior modification models.

New employees who provide direct care to residents will also receive *On the Job Training* (OJT) or job shadowing experience. The OJT manual outlines training experiences and links with JTDC corresponding policy and procedures.

The *second component* is advanced 40 hour training for Team Leaders and Assistant Team Leaders. This Leadership training includes: security procedures; the use of physical and mechanical restraints and how to conduct contraband searches.

The *third component* is the annual mandated in-service training.

Each center has a specific training day in which employees attend a minimum of 40 hours of training in Physical Restraint Techniques, CPR, suicide behavior/observation, and report writing skills.

Professional and office staff receive training by taking courses offered by Cook County or through professional conferences, webinars and other educational opportunities.

Volunteer Services

The program is designed to be a dynamic, ever-changing process that is based upon persistently forming center-school-community partnerships. The program constantly seeks community assistance in the Center's efforts to provide leadership, structured care and supervision to youth being held in temporary custody through the use of a balanced approach of creative programs and services.

Through the volunteers' coordinated activities, our youth will establish and maintain a deeper appreciation the communities interacting with the center. There is a great appreciation for volunteers who touch the lives of the youth by offering programs that inform, educate, enlighten, inspire, and promote optimism for residents. Each volunteer demonstrates to the youth that their decisions to make smart choices will result in successful lives.

Programs and classes conducted for residents have included: **Money Management, Self Esteem, Chess, Law Related Education, Expressive Arts (dance and yoga), Bill Glass Ministries, Faith-based activities, Concerts, Academic Mentoring, Creative Writing, and Goal Setting/Decision-making.**

Gender Responsive Services

The purpose of the **Office of Gender Responsive Services** is to “ensure all residents detained at the JTDC are safe and engaged by ensuring their physical and mental health needs are being addressed via gender specific, trauma-informed, and culturally relevant programming and services.” The Office of Gender Responsive Services aims to provide programming and services that benefit residents beyond the detention center. Each program leaves the residents with skills and knowledge that will transcend their challenging adolescence and become tools to rely upon throughout their lives.

Since March of 2009, this office has provided various activities aimed at accomplishing the mission. With the help of JTDC staff and community advocates, this office has provided training to staff, numerous programs for the residents, and is working to facilitate a collaborative approach with probation.

Isaac Ray Mental Health Center

The Isaac Ray Center (IRC) staff at the Juvenile Temporary Detention Center provides mental health services to all JTDC residents and a more comprehensive set of services to youth identified as needing ongoing mental health support. The IRC staff is comprised of psychiatrists, advanced practice nurses, psychologists, licensed clinical social workers, and master's level mental health specialists.

Since 2007, the Isaac Ray Center has been serving the mental, emotional, developmental and social issues of the residents through clinical assessment and treatment, with the goal of successful reintegration back to the family and community.

Within 24 hours of entry into the JTDC, every resident receives a comprehensive face-to-face mental health screening. Residents of the JTDC receive a myriad of mental health services including:

- intake assessments,
- psychiatric evaluations,
- psycho-educational groups,
- skill-training,
- therapy,
- medication follow-ups,
- referrals and treatment planning,
- re-entry / linkage services back to the community.

IRC staff work with the residents and their families, the courts, probation, and the educational system to facilitate a successful transition back home. All residents of the JTDC may participate in psycho-educational groups, which visit daily on each Center by IRC staff. Mental health staff promptly evaluates any resident who is referred for mental health concerns. The resident or parents, teachers, court officials or JTDC staff may make referrals. Any resident in crisis, regardless of mental health transported to inpatient community psychiatric hospitals for acute treatment.

Nancy B. Jefferson School

*"Schools within a School" A Culture of Caring and Learning
(Operated by Chicago Public Schools)*

Mission: To operate, through an integrative and collaborative process with the Chicago Public Schools (CPS) system, an educational program for residents that embraces and balances the need for safety and security with a creative learning environment and the opportunity to advance academic, social and behavior competencies.

The school program design unites detention education and detention programming into a true collaboration by incorporating best practices currently utilized in the field. It combines the learning theory and design of David Kolb and Madeline Hunter with the research-based "Safe School", "schools within a school" concept, and the cognitive behavioral approach to changing delinquent behavior.

Goals:

1. To maximize the assurance for the SAFETY of all residents and staff by implementing an objective classification system.
2. To ensure that every resident receives educational programs and services consistent with federal, state and local laws/regulation.
3. To eliminate the need for resident suspension and/or expulsion from the educational setting at the JTDC facility.
4. To establish and implement a behavior program that reinforces positive resident behavior and achievement in the educational setting.
5. To establish a continuum of sanctions for inappropriate resident behavior that minimizes disruption and promotes every opportunity for the resident to continue in or return to the learning environment in a timely manner.
6. To "bridge" the role and the relationship of the CPS Instructor and the JTDC Youth Development Specialist in the classroom.
7. To develop strategies that recognize and respond to the "unique" environment that the JTDC/CPS educational program represents in a manner that offers an alternative to the "traditional" educational structure and approach.
8. To maximize learning and transition of residents through the development and implementation of Individualized Success Plans for each resident.

Over the 2012 calendar year, the school continued its partnership with Old Town School of Folk Music provided by the Arts Infusion Grant funding to enhance the educational curriculum. In addition, the curriculum will offer elective courses including music, art, dance and computer courses. The new curriculum will engage residents by focusing on arts and music to enhance creativity and problem-solving skills as a vehicle to redirect aggressive behavior. **The five (5) year "Arts Infusion" grant is provided by the Chicago Community Trust Company.**

2013 Goals

The **JTDC TEAM** will continue the work to improve its programs and services for residents in order to ensure a safe and secure environment.

- 1) The OTA is preparing for an orderly transfer of leadership to a new Executive Director in compliance with federal court orders under the direction of the Office of the Chief Judge (OCJ) of the Cook County Circuit Court.
- 2) SDI Engineering is writing specifications for a Request for Proposal to install an integrated surveillance video camera security system and guard tour system throughout the facility to improve security.
- 3) The reinforcement of ceiling tiles project in resident bedrooms is scheduled for completion June 2013 which will enhance safety & security of staff and residents.
- 4) The Isaac Ray Mental Health Center will re-instate the “Bridge Program” which provides transitional mental health services for residents upon release to the community.
- 5) Cermak Medical will implement Electronic Resident Medical Records system to increase efficiency and service to residents. Implementation targeted for 2014, but is dependent on vendor committed delivery date.
- 6) Continue to seek external funding to support programing and services for residents, which will improve academic, social and behavior competencies.
- 7) Purchase a new resident data system. The demo system was installed (OMS Evolution) for supervisors to receive training and evaluate prior to making a purchase decision.
- 8) Maintain an 80% compliance rate in responding within the 4-hour window for resident due process hearings.
- 9) Expand monitoring of programs such as recreation, commissary, barber/cosmetologist services, education, 30-30-5, and other conditions of confinement.
- 10) Enhance reporting of resident grievances, population statistics, and due process.
- 11) Improve quality assurance program at JTDC.
- 12) Negotiate Collective Bargaining Agreements.
- 13) Obtain an applicant tracking database and manage the recruiting and onboarding process internally.
- 14) Continue to improve on the behavior modification systems in place as well as have the Token economy policy approved and distributed to all appropriate parties.
- 15) Continue to enhance the healthy choices in the commissaries for each Center.

- 16) Implement a quality classification system for the Alpha (SACO) Center.
- 17) Reorganize the operational programming for the Omega Center for the Automatic Transfers.
- 18) Continue and build positive morale through our bi-weekly Staff Advisory Committee meetings.